

**Information Management: Publishing and
Printing**

The Army Publishing Program

**Headquarters
Department of the Army
Washington, DC
15 May 2002**

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SUMMARY of CHANGE

AR 25-30

The Army Publishing Program

Specifically, this revision dated 15 May 2002--

- o Changes HQDA letterhead policy for preprinted stationery (chap 7).
- o **The revision dated 27 March 2002--**
- o Changes the authentication for all department of the Army policy publications (Army regulations, DA circulars, DA memorandums, and DA general orders except general orders that delegate authority from the Secretary of the Army and general orders assigning Secretariat duties and responsibilities).
- o Changes the title from The Army Publishing and Printing Program to the Army Publishing Program.
- o Removes the majority of operational procedures that have been previously published in AR 25-30. The operational procedures will be republished in the revised DA Pam 25-40.
- o Revises references to staff offices to coincide with changes resulting from the Headquarters, Department of the Army realignment as follows:
 - The Deputy Chief of Staff for Personnel-Deputy Chief of Staff, G-1.
 - The Deputy Chief of Staff for Intelligence-Deputy Chief of Staff, G-2.
 - The Deputy Chief of Staff for Operations and Plans-Deputy Chief of Staff, G-3.
 - The Deputy Chief of Staff for Logistics-Deputy Chief of Staff, G-4.
 - The Director of Information Systems for Command, Control, Communications, and Computers (DISC4)-Chief Information Officer (CIO/G-6).
 - The Deputy Chief of Staff for Programs-Deputy Chief of Staff, G-8.
- o Specifies responsibility for the Commanding General, U.S. Army Materiel Command, to ensure that technical and equipment publications are made available in the media necessary to accommodate the needs of all of its target audience (para 1-19).
- o Specifies responsibility for the Commanding General, U.S. Army Training and Doctrine Command to ensure that Doctrinal and Training publications are made available in the media necessary to accommodate the needs of all of its target audience (para 1-20).

- Reiterates the requirement for proponents to plan, program, and budget for transitioning from printed media to digital media (para 1-24).
- Reiterates responsibility of proponents to review publications within an 18 month cycle and to revise as appropriate, and to ensure that any interim guidance changes are properly staffed and submitted for inclusion into the basic publication (para 1-24).
- Incorporates HQDA Letter 25-00-1 (1 December 2000), Less Paper Policy for Departmental Forms and Administrative Publications (para 2-3).
- Specifies that when a proponent's request for exception to the Less Paper Policy is granted for production of administrative publications and forms in paper media, the proponent will provide funding to cover the cost of printing for initial distribution and resupply of their publications and forms that are authorized for production in paper media (excluding Army Reserves and National Guard, who provide funding for their requirements) (para 2-3).
- Establishes policy for electronic staffing of publications via e-mail or the Internet (para 2-7).
- Specifies proponents are responsible for funding for paper versions of publications and forms (para 2-11).
- Reiterates requirement for proponents to ensure that records management and records retention requirements are met (para 2-12).
- Rescinds the use of electronic messages as a means for issuing revisions or alterations to administrative publications (para 3-5).
- Establishes method for priority issuance of new or revised administrative publications (para 3-6).
- Establishes new categories of revisions for administrative publications in lieu of issuing "changes" (para 3-7).
- Clarifies and reduces coordination requirements and provides a decision logic table to determine appropriate staffing of publications (para 3-11).
- Expands the description of periodicals to include newsletter-type publication (para 3-40).
- Reiterates policy on official publication Web sites and places emphasis on version control (para 5-4).
- Recognizes the Lighthouse for the Blind, Inc., a Javits-Wagner-O'Day (JWD) participating non-profit agency, as an authorized source for obtaining printing/reproduction support (para 7-1).
- Combines policy previously contained in AR 25-50 with regards to letterhead and memorandum stationery with AR 25-30 (para 7-7).
- Permits use of computer-generated letterhead with the DOD seal for internal DOD correspondence (para 7-7).

- o Permits use of slogans on letterhead stationery to promote HQDA-sponsored commemorative and special programs (para 7-9).
- o Provides provisions for use of multicolor (para 7-17).
- o Revises previous field printing policy to incorporate current business relationships with DAPS (para 7-21).
- o Modifies records and reports requirements for Army operated field printing/reproduction operations (para 7-27).
- o Authorizes commands and agencies to obtain color copiers without prior approval of USAPA (para 7-29).

Effective 17 May 2002

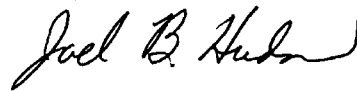
Information Management: Publishing and Printing

The Army Publishing Program

By Order of the Secretary of the Army:

ERIC K. SHINSEKI
General, United States Army
Chief of Staff

Official:



JOEL B. HUDSON
Administrative Assistant to the
Secretary of the Army

History. This printing publishes a revision of this publication. Because the publication has been extensively revised, the changed portions have not been highlighted.

Summary. This regulation covers the policies and mandated procedures for the preparation, review, approval, printing, distribution, and management of Department of the Army publications and products. It implements title 44 of the United States Code, the Government Printing and Binding Regulations published by the

Joint Committee on Printing of the U.S. Congress, and DOD Directive 5230.24.

Applicability. This regulation applies to the Active Army, the Army National Guard of the United States and the U.S. Army Reserve.

Proponent and exception authority. The proponent of this regulation is the Administrative Assistant to the Secretary of the Army. The proponent has the authority to approve exceptions to this regulation that are consistent with controlling law and regulation. The proponent may delegate this approval authority, in writing, to an individual within the proponent agency in the grade of colonel or the civilian equivalent.

Army management control process. This regulation contains management control provisions and identifies key management controls that must be evaluated.

Supplementation. Supplementation of this regulation and establishment of command and local forms are prohibited without prior approval from the Office of the Administrative Assistant to the Secretary of the Army, ATTN: SAAA–ESOM–PO, 105 Army Pentagon, Washington DC

20310–0105 (ppo.distribution@hqda.army.mil).

Suggested Improvements. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to the Office of the Administrative Assistant to the Secretary of the Army, ATTN: SAAA–ESOM–PO, 105 Army Pentagon, Washington DC 20310–0105 (ppo.distribution@hqda.army.mil).

Distribution. Distribution of this publication is available in electronic media only and is intended for command levels C, D, and E for the Active Army, the Army National Guard of the United States, and the U.S. Army Reserve.

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*This regulation supersedes AR 25–30, 27 March 2002. This regulation rescinds DA Form 2028–2, 1 July 1979; DA Form 4575, April 1999; DA Form 4821, April 1999; JCP Form 3, March 1971; and JCP Form 7, December 1972.

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Chapter 1

Introduction

Section I

General

1–1. Purpose

This regulation prescribes policies for the preparation, coordination, legal review, approval, authentication, final publication, and distribution of Army publications, and forms, to include printed and digital media (for example, CD-ROM and the Internet). This regulation and DA Pamphlet 25–40 contain specific, detailed guidance for the operation and management of the Army Publishing Program. The guidance prescribed by this regulation applies to all official Army publications and forms, regardless of format or delivery medium.

1–2. References

Required and related publications and prescribed and referenced forms are listed in appendix A.

1–3. Explanation of abbreviations and terms

Abbreviations and terms used in this regulation are explained in the glossary.

1–4. Legal authority

Title 44 of the United States Code (USC), the Paperwork Reduction Act, Executive Orders, the Government Printing and Binding Regulations, the Code of Federal Regulations, Federal Acquisition Regulations, and issuances from the Office of Management and Budget (OMB) and the General Services Administration (GSA) provide the legal authority for this regulation.

1–5. Army Publishing Program

a. The Army Publishing Program (APP) provides for the efficient and systematic management of publications, regardless of format or delivery medium. It focuses on initiatives to modernize the Army publishing system by applying new publishing technology and management concepts to the development, production, and dissemination of all official DA publications. The APP provides for systematic management oversight of printing, reproduction, self-service copying, and related equipment and operations. The APP—

- (1) Includes all levels of publishing in the Army.
- (2) Provides support for creating, preparing, coordinating, publishing, distributing, and managing publications.
- (3) Provides support for maximizing the use of electronic publishing.
- (4) Covers all publications and printing matters except those discussed in AR 115–11, which governs Army topography, and AR 360–1, which governs Army Public Affairs and Command Information.

b. The intent of the APP is to ensure that—

- (1) All official departmental publications—
 - (a)* Comply with applicable publishing and printing laws.
 - (b)* Are properly managed, numbered, approved, or authenticated.
 - (c)* Are distributed by the most economical, effective, and timely methods consistent with available resources.
 - (d)* Are made available to the public unless classified or otherwise restricted. Appropriate users' fees will be collected from the public for the sale of publications.
 - (e)* Are produced in the most effective, lowest cost media as appropriate to satisfy the needs of the end user.
 - (f)* Maximize the use, reuse, and sharing of Army common publication information.
- (2) Publishing and printing policies, procedures, standards, and controls are adhered to; resources are conserved; printing facilities are established and operated in accordance with appropriate guidelines; and the guidelines are adequately defined.
- (3) Forms are properly managed, designed, numbered, and prescribed in appropriate publications at the highest echelons.
- (4) Army publications are free of language that prohibits or restricts contributions by all members of the force. Where appropriate, the role of civilian members in combat support and combat service support must be recognized in Army publications. Where military rank is specified in Army publications, also include the equivalent civilian position, unless prohibited by law.

Section II Responsibilities

1-6. The Secretary of the Army

The Secretary of the Army (SA) approves and authenticates departmental policy unless otherwise delegated.

1-7. The Administrative Assistant to the Secretary of the Army

The Administrative Assistant to the Secretary of the Army (AASA) is the functional proponent of the APP. As the functional proponent, the AASA acts on behalf of the Army Chief Information Officer (CIO/G-6) in performing the Army's publishing mission. The AASA, Policy and Plans Directorate keeps the CIO/G-6 informed and provides information necessary for the CIO/G-6 to meet the AASA and CIO oversight responsibilities for publishing. The AASA will—

- a.* Approve and authenticate all departmental (DA) publications except general orders (GO) that delegate authority from the Secretary of the Army or require an audit trail such as court martial authority, or GOs that assign Secretariat duties and responsibilities. Army-wide publications such as electronic technical manuals (ETMs)/interactive electronic technical manuals (IETMs) are DA publications and therefore, are subject to the same authentication policy as any other DA publications. The AASA retains approval and authentication authority for these DA publications.
- b.* Determine coordination requirements for DA publications.
- c.* Approve exceptions to this regulation.
- d.* Serve as the senior Army official for publishing and printing information resource management regulations and directives.
- e.* Serve as the senior Army policy official for Army-wide publications and printing.
- f.* Serve as the DA functional proponent for publications and printing and the management of information regarding publications and printing functions.
- g.* Provide DA supervision of the execution of publications and printing for the Army Information Resources Management Program, to include policy formulation, programs, plans, goals, structures, and resources.
- h.* Exercise DA responsibility over all matters pertaining to publishing, publications, blank forms, and printing management, except Army topography, which is defined in AR 115-11.
- i.* Review and approve Headquarters, Department of the Army (HQDA) agency and MACOM publishing plans to include consolidation plans. Establish policy, procedures, and standards for the control, procurement, production, issue, storage, and distribution of Army publications including technical manuals (TMs)/ETMs/IETMs.
- j.* Adopt policies and procedures issued by Department of Defense (DOD) or other Government agencies where warranted.
- k.* Serve as the senior DA point of contact on policy issues with the Joint Committee on Printing (JCP), the Public Printer, the Director of Bureau of Engraving and Printing, the Director, Document Automation Production Service (DAPS), and the Administrator of the GSA.
- l.* Serve as the principal point of contact with the Office of the Secretary of Defense (OSD) and other agencies for routine contractual and administrative matters relating to the mission.
- m.* Plan, program, and defend funding requirements necessary for execution of the publishing mission.
- n.* Provide input on the APP, as required, for information management/information technology publications.
- o.* Coordinate with the Army CIO/DISC4 on publishing policy documents and publications.

1-8. Army Chief Information Officer, G-6

The Army Chief Information Officer, G-6 (CIO/G-6) will—

- a.* Provide oversight of the APP and guidance to the AASA, as necessary, in compliance with Federal statutes, regulations, OMB and OSD direction, and DAGO 10, 12 August 1997.
- b.* In conjunction with the AASA, advise the SA on aspects of the APP relating to CIO oversight responsibilities.
- c.* Respond, in conjunction with the AASA, to OMB, OSD, or other designated Federal agencies concerning CIO requirements involving publishing.
- d.* Maintain technical and management oversight of technical standards relating to publishing.

1-9. The Director, U.S. Army Publishing Agency

The Director, U.S. Army Publishing Agency (USAPA), on behalf of the AASA, has management and operational responsibility for matters pertaining to all official departmental publications and their production and distribution, regardless of media. The Director of USAPA serves as the DA point of contact for operational matters with the JCP, the Public Printer, the Bureau of Engraving and Printing, and GSA on printing and reproduction matters. The Director will recommend policy, and establish procedures and standards for control, procurement, production, issue, storage, and distribution of Army publications, training products, and forms. The Director, USAPA, is responsible for the various subprograms of the APP as follows:

- a. The Army Publications Management Program.* The Director, USAPA, will—
 - (1) Develop, prescribe, and enforce standards for the preparation and publishing of Army publications.
 - (2) Ensure all standard Army administrative departmental publications are produced under the Army Electronic Publishing System (EPS).
 - (3) Review requests for exception to policy and provide recommendations.
 - (4) Manage the numbering system for DA publications in accordance with existing policy.
 - (5) Review and approve decentralized departmental publishing programs.
 - (6) Provide publishing planning guidance and advice to Army proponents.
 - (7) Ensure that proponents' plans for converting legacy publications and forms comply with approved Army standards.
 - (8) When requested, review plans from HQDA agencies and major Army commands (MACOMs) (see figure 3–3) for departmental publications modernization efforts covering processes and systems.
 - (9) Participate in the inter-Service groups on multi-Service administrative publications and on the exchange of TM technology (AR 25–36).
 - (10) Review military specifications and standards pertaining to the format and content of departmental publications.
 - (11) Provide editorial assistance for all centralized departmental publications.
 - (12) Publish the Consolidated Index of Army Publications and Blank Forms.
 - (13) Review IETM statements of work submitted by PEOs/PMs in accordance with AR 70–1, Army Acquisition, for publishing requirements, specifically contract language that will satisfy MIL–STD 2361 digital publications development.
- b. The Army Printing Program.*
 - (1) *Departmental printing.* The Director, USAPA, will—
 - (a) Promote efficiency and economy in Army departmental printing and electronic publishing.
 - (b) Prescribe requirements for printing, distributing, and storing DA publications and products, to include blank forms.
 - (c) Approve and assist proponents in establishing Army-wide distribution methods.
 - (d) Procure all departmental printing through proper channels.
 - (e) Establish standards for all artwork in DA publications.
 - (f) Manage departmental printing funds for which USAPA has been designated as the responsible agent.
 - (2) *Army field printing.* The Director, USAPA, has operational oversight of Army-wide field printing. This includes implementing policy, establishing procedures and standards for the control, procurement, and production of command and agency field printing and reproduction requirements. The Director, USAPA, will—
 - (a) Exercise staff supervision over field printing, to include printing, reproduction, self-service copying, and the operation of Army printing facilities. Control the acquisition, use, and disposition of printing, reproduction, and related reproduction equipment.
 - (b) Analyze, consolidate, and submit all JCP required reports on printing and reproduction activity where applicable.
 - (c) Review and concur or nonconcur with the inclusion in the Army Authorization Documents System (TAADS) and table of organization and equipment (TOE) documents that include printing, binding, and related equipment.
 - (d) Conduct periodic on-site review of Army field printing and reproduction operations under Army control, when deemed necessary, to evaluate program effectiveness and provide staff assistance.
 - (e) Withhold concurrence on any request for authorization to acquire printing, binding, and related equipment, system, or program, if the accuracy, suitability, coordination, need, or cost factors are not clearly defined.
 - (f) Provide technical management over operational matters pertaining to Army field printing, reproduction, and copier operations. In coordination with the command and agency, provide direction and guidance regarding curtailment, consolidation and/or elimination of equipment and operations as warranted.
 - (g) Represent the AASA in operational matters relating to field printing, reproduction, and copier operations with the DAPS, the JCP, and with the Public Printer, Government Printing Office (GPO).
 - (h) Maintain centralized accountability of printing, reproduction, and related equipment necessary to satisfy prior notifications and annual reporting requirements to the JCP.
 - (i) Coordinate with the JCP for operational matters related to—
 1. Establishment, relocation, and disestablishment of Army-controlled printing and reproduction facilities.
 2. Purchase, rent, transfer, storage, and disposal of printing, binding, and related equipment.
 3. Research and development projects that may affect field printing, binding, and related areas.
 4. Submissions of annual reports.
 5. Conduct of staff visits to field printing and reproduction operations.
 - c. The DA Forms Management Program.* The Director, USAPA, will—
 - (1) Ensure efficiency and economy in the development, production, distribution, and use of forms.
 - (2) Serve as the DA contact for forms matters.

(3) Assist in the design of paper-based, electronic and web-based forms. Evaluate requests for forms, and ensure that Army-wide forms are consistent with Army forms management objectives.

(4) Assist the OSD in achieving forms management objectives.

(5) Provide life-cycle management of departmental forms regardless of media.

d. The Readability Program. The Director, USAPA, will—

(1) Provide guidance on readability and monitor the Army's Readability Program.

(2) Exercise DA supervision over the readability of DA administrative publications.

e. The Reduction in Unit Publications Program (RUPP). The Director, USAPA, will manage the Reduction in Unit Publications Program (RUPP) to include analyzing proposed input to Army publications to ensure compliance with this regulation.

f. The Electronic Publishing Program. The Director, USAPA, will—

(1) Manage the Army-wide Electronic Publishing Program and the administrative publications databases.

(2) Evaluate and implement new electronic publishing and electronic forms technology to improve the DA publications and forms.

(3) In coordination with Army proponents, develop and publish standards for electronic departmental publishing and forms applications maximizing the use of commercial-off-the-shelf tools and industry standards to the extent feasible.

(4) Establish, operate, and maintain the Army SGML/XML registry and library (ASRL; www.asrl.com). Further, the Director of USAPA will review and approve all document type definitions (DTDs) and formatting output specification instances (FOSIs) style sheets, and style sheet transformations for departmental media approved for inclusion in the DOD CALS tag registry and library.

(5) Authenticate, procure, replicate, stock, and distribute compact disk-read only memory (CD-ROM) for Army departmental publications.

(6) Promote the use of the Internet as an enabler for electronic distribution of the Army's publications and forms. Maintain and update the Army's official departmental publications and forms Web site, ensuring accessibility to administrative publications and forms in standard formats (for example, SGML, XML HTML, and PDF).

(7) On behalf of the AASA, monitors each of the official Army publications Web sites to ensure that publications being made available on those Web sites are in compliance with established policy.

1-10. Assistant Secretary of the Army for Acquisition, Logistics, and Technology

The Assistant Secretary of the Army for Acquisition, Logistics, and Technology (ASA(ALT)) will ensure that Program and Project Managers acquire CALS-compliant SGML TM data for new systems and revised TMs in accordance with Military Standards 40051 and 2361. Further guidance can be found in Military Handbooks 1222 and 2361.

1-11. The Deputy Chief of Staff, G-3

a. The Deputy Chief of Staff (DCS, G-3) will serve as the Army functional proponent and exercise DA staff supervision over and set objectives for Army-wide doctrinal and training publications.

b. Formulate and justify Army wide doctrinal and training publications funding for out-year budgets with the overall guidance and policy developed by the Assistant Secretary of the Army for Financial Management and Comptroller (ASA(FM&C)).

c. The DCS, G-3 is responsible for the Army's nuclear matters. The DCS, G-3 will exercise oversight of the Army equipment publications program to support its responsibility for the Army's nuclear weapons programs. This responsibility includes—

(1) Coordinating with the DCS, G-4 for the management of nuclear weapons publications.

(2) Providing guidance to the U.S. Army Nuclear and Chemical Agency (USANCA) on the restricted distribution of nuclear weapons publications via Department of the Army Form (DA Form) 12-35-R (Requirements for Nuclear Weapons Publications). USANCA receives DA Forms 12-35-R from units requesting nuclear weapons publications; reviews these requests, to ensure the units receive only those nuclear weapons publications for which they have a valid need; and forwards reviewed requests to the U.S. Army Publishing Agency Distribution Operations Facility (USAPA-DOF).

(3) Providing guidance to the Explosive Ordnance Disposal (EOD) Technical Center for EOD publications.

1-12. The Deputy Chief of Staff, G-4

The Deputy Chief of Staff, G-4 (DCS, G-4) will exercise staff supervision over the Army Equipment Publications Program. To carry out this responsibility, the DCS, G-4 will—

a. Plan, initiate, and supervise special programs or projects for equipment publications management and related logistics support.

b. Plan, coordinate, and supervise DA participation in or compliance with multi-Service and DOD equipment publications programs and policies.

c. Plan for equipment publications as an essential part of the Integrated Logistics Support Program (AR 700-127).

- d.* Formulate, justify, and supervise those portions of Army programs and budgets pertaining to equipment publications, following the overall guidance and policy developed by the ASA(FM&C) and the Director of Plans, Programs, and Resources, Office of the Assistant Secretary of the Army for Acquisition, Logistics, and Technology.
- e.* Coordinate with the Office of the ODCS, G-3 (DAMO-FDQ) to manage nuclear weapons publications.

1-13. The Surgeon General

The Surgeon General (TSG) will—

- a.* Be responsible for the medical portion of Army technical, equipment, and selected training and doctrinal publications.
- b.* Develop and manage the Army Equipment Publications Program in coordination with the Commanding General, U.S. Army Materiel Command (CG, AMC).

1-14. The Judge Advocate General

The Judge Advocate General (TJAG) will—

- a.* Review all DA policy publications to ensure that proposed policies and procedures are consistent with controlling laws, directives, and regulations.
- b.* Review, upon request, other publications.
- c.* Act as proponent for all legal services publications.

1-15. The Chief, National Guard Bureau

The Chief, National Guard Bureau (CNGB) will—

- a.* Plan, program, and budget for publications and forms requirements necessary to support the mission of the National Guard Bureau (NGB).
- b.* Ensure that NGB publications meet Army readability standards.
- c.* Prepare NGB publications that govern the Army National Guard of the United States (ARNGUS) when not in Federal service.

1-16. The Chief of Military History

The Chief of Military History manages the Army Historical Program and is the principal adviser to the SA and Chief of Staff, Army, for all historical matters. The Chief of Military History will—

- a.* Prepare official military histories and approve them for print.
- b.* Exercise staff supervision of Army historical doctrinal and training publications.
- c.* Develop an annual publications schedule, listing historical publications scheduled for printing. This schedule is developed in accordance with the approved Army Annual Historical Program.
- d.* Formulate and justify funding for the out-year budgets for the Center of Military History (CMH) Army-wide doctrinal and training publications.
- e.* Resolve questions of priority concerning CMH Army-wide doctrinal and training publications.
- f.* Coordinate or participate in multi-Service and DOD doctrinal and training programs and policies.
- g.* Coordinate with the office of the DCS, G-3 (DAMO-SSP) to obtain other Services' approvals on multi-Service doctrinal publications.
- h.* Provide agency positions to the ODCS, G-3 (DAMO-FDQ) on joint doctrine publications.

1-17. Heads of HQDA agencies

Heads of HQDA agencies are responsible for publications and parts of publications that pertain to their functional areas. They will—

- a.* Enforce departmental policies, regulations, and instructions governing publications and forms within their agencies and subordinate elements.
- b.* Review and comment on draft manuscripts of DA publications when HQDA coordination or approval is required. They will ensure that the proposed publications do not conflict with the policies and procedures within their areas of responsibility.

1-18. Commanders of major Army commands and commanders of major subordinate commands

Major Army command (MACOM) commanders, and commanders of major subordinate commands (MSCs) will—

- a.* Enforce and comply with departmental policies, regulations, and instructions governing publications, field printing, binding, and related activities within their scope of control.
- b.* Ensure each installation appoints an individual knowledgeable in publications and printing operations, techniques, and policies to act as the liaison between installation customers and the DAPS operation. Send the name, office, e-mail address, and telephone number to the Director, USAPA, ATTN: JDHQSV-PAP-D, Alexandria, VA 22331-0302.
- c.* Encourage coordination of command and agency publication plans and requirements with USAPA.

- d. Ensure that all publishing, printing, and reproduction accomplished at Army expense is essential to the conduct of official business and conforms with applicable laws and regulations.
- e. Ensure requests for publishing, printing, binding, and related support are essential to the conduct of official business prior to submission to USAPA for action.
- f. Where applicable, exercise staff supervision over the procurement of publishing and printing services and operation of Army field printing and reproduction activities.
- g. Assist subordinate and tenant activities in preparing specifications for requisitioning printing and reproduction services, and preparing justifications for acquisition of printing and reproduction equipment.
- h. Provide planning guidance for preparing estimates and controlling publishing and printing funds.
- i. Prepare and review annual reports to ensure that data is accurate and submitted through channels in accordance with reporting instructions contained in this regulation.
- j. Ensure their units have adequate stock of publications and blank forms required for mobilization (unit deployment).

1-19. The Commanding General, U.S. Army Materiel Command

The U.S. Army Materiel Command (AMC), as the proponent of Army-wide equipment and technical publications, is responsible for developing those publications and forms as necessary to support the requirements of The Army (including National Guard and Army Reserves), regardless of media.

a. *Army equipment publications.* The CG, AMC will manage the Army Equipment Publications Program and serve as the Electronic Technical Manual (ETM) Program Configuration Manager. This responsibility includes developing policies and procedural guidance (in coordination with USAPA) and ensures DA participation in related DOD and multi-Service programs. To carry out this responsibility, the CG, AMC, will—

(1) Ensure that Army Equipment Publications are made available to accommodate the needs of all of its target audience.

(2) Develop, review, and provide overall direction for Army equipment publications (except for the medical portion).

(3) Coordinate with USAPA and other proponents as appropriate to—

(a) Foster research programs that will provide knowledge, information on improved concepts, and procedures for presenting information in equipment publications.

(b) Prepare military specifications and standards covering the preparation of Army equipment and technical publications. All distribution media are included (paper, digital, CD-ROM, etc.).

(c) Establish procedures for developing, reviewing, and distributing annual equipment publication schedules.

(4) Determine and record the total actual or estimated costs of all equipment publications. These costs include the amounts used to prepare manuscripts, drafts for final coordination, validation and verification effort, (including funding for U.S. Army Training and Doctrine Command (TRADOC) personnel participating in the total technical manual program), and final copies for printing during—

(a) Research and development phases using research, development, test, and evaluation (RDTE) funds.

(b) Production and procurement phases using procurement appropriation funds.

(c) Support phases using Operation and Maintenance, Army (OMA) funds.

(5) Ensure availability of temporary duty assignment funds for target audience personnel to perform verification of technical manuals supporting systems and end items managed by AMC, when target audience personnel are not locally available.

(6) Coordinate facilities, tools, and equipment in support of the Government verification efforts.

(7) Develop and manage CD-ROMs containing authenticated departmental technical and equipment publications as required.

(8) Ensure verification, validation, and authentication of all technical or equipment information including departmental information products issued on CD-ROM.

(9) Ensure that overall publishing plans for issuing new publications, and revising existing publications include appropriate consideration for transitioning from printed media to digital media.

b. *Multi-Service publications.* The CG, AMC, where applicable will—

(1) Coordinate or participate in multi-Service and DOD doctrinal and training programs and policies.

(2) Provide agency position to the ODCS, G-3 (DAMO-FDQ) on joint doctrine publications.

c. *Printing and binding equipment.* The CG, AMC will—

(1) Catalog, compute requirements, and perform stock control and depot storage of printing and binding equipment and repair parts.

(2) Perform maintenance engineering and depot maintenance in the continental United States (CONUS) for all Army printing and binding equipment.

1–20. The Commanding General, U.S. Army Training and Doctrine Command

a. The Commanding General, U.S. Army Training and Doctrine Command (CG, TRADOC), as a proponent of Army-wide training and doctrinal publications, is responsible for developing doctrinal and training publications and forms as necessary to support requirements for The Army (including National Guard and Army Reserves), regardless of media.

b. The CG, TRADOC will—

(1) Ensure that doctrinal and training publications are made available in the media necessary to accommodate the needs of all of its target audience.

(2) Prescribe standards and procedures for TRADOC-produced Army-wide doctrinal and training publications and products, and DA and DD forms when prescribed by these publications.

(3) Evaluate the adequacy of existing publications and products.

(4) Supervise the readability program for TRADOC produced Army-wide doctrinal and training publications and products and ensure that those publications meet readability standards.

(5) Prepare and review TRADOC produced Army-wide doctrinal and training publications and products.

(6) Formulate and justify funding for the out-year budgets for TRADOC produced Army-wide doctrinal and training publications.

(7) Resolve questions of priority concerning Army-wide doctrinal and training publications and products.

(8) Coordinate or participate in the establishment of DOD, and multi-Service doctrinal and training programs and policies.

(9) Coordinate with the office of the G–3 (DAMO–SSP) to obtain consensus/DA approval on multi-Service doctrinal publications.

(10) Provide agency positions to the office of the G–3 (DAMO–SSP), on joint doctrine publications. Assist HQDA in development of joint doctrine publications.

(11) Prescribe standards and procedures for, and manage development, production, and distribution of DA graphic training aids (GTAs).

(12) Develop and manage CD–ROMs containing authenticated departmental doctrinal and training, publications, including training that supports approved programs of instruction.

(13) Verify, validate, and ensure authentication of all doctrinal and training information included in departmental information products, issued on CD–ROM.

(14) Ensure that overall publishing plans for issuing new publications, and revising existing publications include appropriate consideration for transitioning from printed media to digital media.

c. The CG, TRADOC, is the principal user representative in all matters relating to the use of equipment publications, in the Army combat/training environment concerning the Army Equipment Publications Program. The CG, TRADOC will—

(1) Provide a description of each applicable target audience to the materiel developer for equipment/system to be supported by equipment publications.

(2) Evaluate advanced individual training to ensure that general and selected special (equipment-peculiar) skills called for in equipment publications are accommodated. The CG, TRADOC will ensure that provisions are made to use equipment publications efficiently during training.

(3) Provide, when applicable, for development, coordination, and subsequent changes to on-vehicle equipment loading plan appendixes included in specified combat vehicle operator publications.

(4) Participate in the development, review, and revision of appropriate military specifications covering equipment publications preparation.

1–21. The Chief, Army Reserve

The Chief, Army Reserve (CAR) will—

a. Plan, program, and budget for publications and forms requirements necessary to support the mission of the U.S. Army Reserve (USAR).

b. Prepare USAR publications as necessary to implement Army-wide and DOD policy to govern the U.S. Army Reserve.

c. Ensure that USAR publications comply with standard Army format and readability standards.

d. Ensure that USAR publications do not duplicate or conflict with higher echelon Army or DOD publications.

1–22. Publishing and printing functional managers

Publishing and printing functional managers, commonly referred to as Publishing Control Officers, Forms Management Officers, and Printing/Reproduction Control Officers, provide oversight management for publishing and printing mission for the HQDA agency, MACOM, or Army field activity to which they are assigned. The functional manager is responsible for providing guidance and clarification necessary to carry out the provisions of the Army-wide Publishing and Printing Program.

a. Publishing mission.

(1) Heads of HQDA agencies and commanders of MACOMs, MSCs, Army Reserves, National Guard, and installations will—

(a) Support the Army's less paper policy by promoting increased use of the local area network, intranet, and Internet technology as a means for collaboration on proposed drafts, and as a primary means for accessing electronic publications and forms where practical and feasible.

(b) Ensure that a functional manager is designated to manage the functions of publications control, printing and reproduction control, forms management, and self-service copier management. Functional managers will enforce departmental policies, regulations, and instructions governing these publishing and printing functional areas.

(2) Designated functional managers of the U.S. Army Reserve Command (USARC), USARC MSCs, USARC installations, and reserve commands have responsibility for publishing functions. USARC and MSC internal managers have staff responsibility to support the internal USARC and MSC headquarters. (See glossary for definition of designated functional manager.)

(3) Designated functional managers for heads of HQDA agencies and commanders of MACOMs, MSCs, and installations will ensure compliance with the CD-ROM policy contained in this regulation and compliance with all public laws, DOD guidance, and Army guidance (for example, for copyright and licensing).

(4) Designated functional managers for heads of HQDA agencies and commanders of MACOMs, MSCs, and installations will validate and approve the proponent's analysis of the feasibility of producing the CD-ROM and the cost effectiveness of the CD-ROM development effort. They will also validate the proponent's certification that the target audience has the hardware and software required to access and retrieve the information distributed by the proponent's CD-ROM.

b. Publications control. Commanders or designated functional managers will—

(1) Review and comment on draft manuscripts of DA and command publications when coordination or approval is required. They will review to ensure that the proposed policies and procedures do not conflict with the policies and procedures in their areas of responsibility.

(2) Ensure that publications are edited to make them clear, understandable, and readable in accordance with the Army Readability Program.

(3) Ensure coordination is complete before submitting publications for printing or posting on the USAPA Web site or other authorized official publications Web sites.

(4) Maintain an index of all publications for which the agency, command, or activity is the proponent.

(5) Conduct a periodic review (at least every 18 months or when a reprint action is initiated, whichever is sooner) of all DA and command publications for which they are responsible for. In conducting this review, commanders or designated functional managers will ensure that—

(a) Present editions are adequate.

(b) Redundancies, conflicts, and required changes are identified.

(c) Obsolete publications are scheduled for revision or nominated for rescission.

(6) Conduct periodic reviews of the publications control program of each organization or activity that reports directly to their agency or command to ensure compliance with established policy and procedures.

(7) Provide the Director, USAPA, ATTN: JDHQSVPAP-D, Alexandria, VA 22331-0302, the names of the individuals designated to approve the printing of departmental publications and forms.

(8) Ensure timely response to reprint requests from the USAPA.

(9) Administer the agency or command publications and distribution system.

(10) Provide guidance to supported activities on managing publications accounts and preparing initial distribution requirements.

(11) Review all requests from supported activities to establish new accounts, classified accounts, and blank forms accounts.

(12) Verify publications account addresses (when notified by the USAPA) and ensure that accounts authorized to receive classified publications are still current.

(13) Provide guidance on the preparation of DA Form 12-R (Request for Establishment of a Publications Account) or DA Form 12-99-R (Initial Distribution (ID) Requirement For Publications).

(14) Advise USAPA of any mission requirements or operational changes that will affect publications support to commands, agencies, or activities.

(15) Develop and maintain a publications training program for stockroom and publications account maintenance personnel.

(16) Review DA Pam 25-30, and update the information as required.

(17) Manage the Reduction in Unit Publications Program and provide MACOM commander with program manager point of contact.

c. Printing and reproduction control. Commanders or designated functional managers will—

- (1) Supervise the procurement and production activities relating to all internal agency or command printing and reproduction. This supervision will cover tenant and satellite activities.
 - (2) Develop and establish printing procurement contracts through the appropriate DAPS and/or GPO support office.
 - (3) Ensure that all agency and command requirements for printing and self-service copying equipment and facilities are essential. Act as review authority for all printing, publishing, reproduction, and self-service copying equipment.
 - (4) Review annual funding requirements for printing within their agency or command and coordinate this review with resource managers. These requirements must include funds to procure printing requirements through DAPS contract sources. Ensure management controls include procedures for reconciling billing invoices for printing services.
 - (5) Initiate the printing resource initiative for the requirements statement.
 - (6) Provide planning guidance for preparing printing estimates and controlling printing funds.
 - (7) Act as a review authority for work to be produced in field printing and reproduction facilities or requisitioned through DAPS.
 - (8) Assist subordinate, tenant, and satellite activities in the development and preparation of—
 - (a) Specifications for in-house and commercial procurement.
 - (b) Justifications for printing and reproduction equipment.
 - (9) Conduct periodic inspections and assistance visits to Army controlled field printing and reproduction facilities to ensure compliance with established policy and procedures.
 - (10) Recommend the establishment, relocation, consolidation, or disestablishment of field printing and reproduction facilities when justified and process requests for acquiring and disposing of all printing, reproduction, and related equipment.
 - (11) Maintain cost and production data on reproduction equipment and review, program, and budget for equipment requirements.
 - (12) Review printing and reproduction reports before submission to the next higher level, ensuring that the data are accurate and complete.
 - (13) Prepare an annual printing budget.
 - (14) Minimize cost of printing by providing a technical review of printing requests -to ensure that only the minimal number of copies are produced and the least expensive materials, construction, and production processes are used to achieve the intended purpose of the product.
- d. Forms management.* Commanders or designated functional managers will manage and operate their agency or command forms management programs. They will—
- (1) Review, in conjunction with their publications review, the forms for which their agency or command is responsible for, or when a reprint action is initiated to make sure the forms are essential and current.
 - (2) Manage the maintenance of forms functional and numerical files or electronic form databases.
 - (3) Analyze all new and revised forms submitted for approval to ensure that they are essential and that each request is fully justified.
 - (4) Ensure that each form that is required for use by two or more organizational elements of an installation or activity is prescribed in an Army publication.
 - (5) Ensure that higher echelon forms are used as much as possible in lieu of creating local forms.
 - (6) Maintain an inventory and index of forms, including accountable and sensitive forms; issue and update annually the inventory and index.
 - (7) Reduce the number of forms in use by—
 - (a) Eliminating nonessential or duplicate forms.
 - (b) Combining similar or related forms, especially when one higher echelon form can replace two or more lower echelon forms.
 - (c) Utilizing web based forms where practical.
 - (8) Maintain records on the use of forms, including accountable and sensitive forms, to avoid procuring excessive stocks, to ensure that forms ordered are consistent with expected usage, and to ensure accountability of accountable and sensitive forms.
 - (9) Minimize the requirements for paper-based and centrally stocked forms by promoting the use of electronic forms.
 - (10) Review each request for form exceptions, deviations, or overprinting and approve or disapprove.
 - (11) Ensure that each form subject to a congressional act has been coordinated and approved by the proper authority. (Examples of such acts are the Privacy Act of 1974 and the Paperwork Reduction Act of 1980.)
 - (12) Develop a training program for forms management personnel.
 - (13) Assume responsibility (at the installation level) for the forms management programs of tenant units.
- e. Self-service copier management.* Commanders or designated functional managers will—
- (1) Establish and maintain agency or command policy and management controls to ensure efficient and effective procurement, operation, and accountability of self-service copiers.

- (2) Supervise the overall agency or command copier management program to include—
 - (a) Providing advice on copier management policies.
 - (b) Assisting tenant and satellite activities as needed in relocating and justifying self-service copiers and related equipment.
 - (c) Maintaining a current inventory of all self-service copiers and related equipment to include annual costs and production statistics.
- f. Publications stockroom management.* Commanders or designated functional managers will—
 - (1) Establish, maintain, and operate a publications stockroom as necessary when paper copies are required to support sustaining base and mobilization contingency requirements.
 - (2) Control the storage and issue of classified and accountable publications, including accountable forms, as required by each item's security classification, this regulation, and AR 380–5.
 - (3) Provide guidance to units on the operation and management of their publication accounts in accordance with this regulation and DA Pam 25–33.
 - (4) Assist unit commanders in completing needed actions when units are alerted for permanent change of station.
 - (5) Supply blank forms to U.S. Army Reserve (USAR) and Reserve Officers' Training Corps (ROTC) units located in their geographic areas of responsibility.
 - (6) Conduct a complete inventory of the stockroom each year and account for all classified publications, accountable blank forms, and sensitive forms, ensuring that inventory records are accurate.

1–23. DA publications manager

The DA publications manager is responsible for their external publishing mission, (for example, training and doctrinal, technical and equipment publications, etc.). When designated by the commander or commander of a major subordinate command, the DA publications manager will develop and administer programs for the life-cycle management of the organization's DA publishing mission. In addition to the DA publishing duties listed in paragraph 1–23, the DA publications manager will—

- a.* Manage the expenditure of DA printing and publications funds.
- b.* Supervise the operational activity responsible for the organization's external publications mission.
- c.* Direct the creation, development, preparation, verification, acceptance, and maintenance of DA publications.
- d.* Review projects and contracts and identify external publishing tasks.
- e.* Acquire, verify, and maintain databases to catalog and communicate operation and maintenance information.

1–24. Proponent responsibilities for administrative publications

Only a principal HQDA official (see fig 3–2) who has primary interest in the subject matter of the publication may act as a proponent for a DA policy publication. Proponents are responsible for the content of the publication. Proponents will ensure compliance with all staffing and public notice requirements set out in this regulation before submitting the publication to the AASA for approval and authentication. The Office of the Secretary of the Army (OSA) (SAAA–ESOM–PO) and the Office of the Chief of Staff, Army (OCSA) (DACS–DMC) will designate the proponent when proponency is unclear. Proponents will—

- a.* Prepare and submit their publications for processing in a timely and accurate manner. Keep their publications current by submitting requests for revision in accordance with the policy of this regulation and the procedures of DA Pam 25–40. Review publications at a minimum of at least every 18 months to verify that the publication is still current and valid. Proponents who have issued interim guidance messages or memorandums are responsible for ensuring that policy and procedural revisions are properly staffed and submitted for inclusion into the basic publication. Publications that contain policies and procedures that are no longer applicable or needed will be superseded or rescinded.
- b.* Plan, program, and budget for transitioning of existing publications and forms and planned new publications and forms, from printed media to digital media where feasible. Advise USAPA of agency or command automation initiatives when they impact on the production and distribution of departmental publications and forms.
- c.* Provide funding for the initial printing and maintenance of stockage of their publications and forms when paper copies are required. Beginning with fiscal year 2003, proponents will be responsible for funding the cost of data conversion and digitization of publication and forms.
- d.* Retain an archival record copy of each version of a publication issued in accordance with established records retention policies.
- e.* Properly coordinate their publications before submitting for publication processing.
- f.* Determine appropriate audience and level of command of their publications.
- g.* Ensure accuracy of requirements control symbols (RCSs).
- h.* Establish a Reduction of Unit Publications Program (RUPP) in accordance with this regulation and DA Pam 25–40.
- i.* Use standardized departmental publications data structures as defined by Army document type definitions (DTDs). (See section II, Terms for description of DTDs.) Ensure that—

- (1) The integrity, accuracy, and currency of the information to be published in print or electronic/digital media.
- (2) That International Standards Organization (ISO) 9660 is used to develop CD-ROMs. Additionally, proponents will ensure that other development guidelines in MIL-HDBK 9660 are followed.
- (3) The intended Army audience for a non-standard CD-ROM has the hardware and software capability to use the product.
- (4) Approval is obtained from each proponent whose information products are included in electronic/digital media.
- j. Scan all digital information products for computer viruses before submission for replication or release on CD-ROM, e-mail, or the Web. Proponents will indicate on the DA Form 260 (Request for Publication) the virus software and version used to scan the files prior to submission.
- k. Conduct a thorough validation of requests prior to issuing information products in electronic/digital form that ensures—
 - (1) The cost effectiveness of the CD-ROM development and distribution.
 - (2) Compliance with all public laws, DOD and Army guidance (for example, for copyright and licensing).
 - (3) End-user hardware configurations are considered for non-standard CD-ROM delivery.
 - (4) Accessibility by the target audience to web-based documents is considered.
- l. Maintain and make available to end users, designated functional managers, heads of HQDA agencies, and commanders of MACOMs, MSCs, and installations an annual index of proponent CD-ROM issuances containing departmental publications if the proponent issues more than three annually. (Authenticated departmental publications are listed in DA Pam 25–30.)
- m. Submit DA Form 260 (if the CD-ROM contains any authenticated departmental publications for Army-wide distribution) through the proponent to USAPA.
- n. Coordinate with the organization's visual information (VI) manager if their CD-ROMs also contain VI products to ensure all Army VI requirements are met.

1–25. Proponents/preparing agencies of doctrinal and training publications

- a. Preparing agencies under the operational control of TRADOC, AMC, or TSG that prepare doctrinal and training publications and products will ensure that publications comply with the guidance in this regulation.
- b. Proponents not under the operational control of TRADOC, AMC, or TSG that do not have an established MOA/MOU with these organizations will—
 - (1) Evaluate The Army requirements for products in their functional areas of responsibility.
 - (2) Approve and submit final draft manuscripts, camera-ready material, or electronic final copy through the MACOM to Director, USAPA, ATTN: JDHQSVPAP-D, Alexandria, VA 22331-0302, for DA publication. (This does not apply to publications prepared under the decentralized publishing program.)
- c. All preparing agencies will—
 - (1) Ensure that the readability of Army-wide doctrinal and training publications meets established standards.
 - (2) Analyze and evaluate existing doctrinal and training materials of other Government agency publications to determine the feasibility for reuse in Army publications.
- d. Proponents and preparing agencies must ensure that doctrinal and training publications are made available to accommodate the needs of the end user.
- e. Proponents of doctrinal and training publications will develop doctrinal and training publications and forms in the media necessary to support The Army, including National Guard and Army Reserves.

1–26. Proponents for technical and equipment publications

The proponents for technical and equipment publications are the CG, AMC for the G-4, the Corps of Engineers (COE), and TSG. In addition to the responsibilities listed in paragraphs 1–13, 1–19, and 1–23, they will—

- a. Maintain cost records on technical and equipment publications and provide publications management data to HQDA as required.
- b. Maintain data files, and take part in multi-Service efforts, procedures, and agreements to exchange technical publications and related technological information. In this regard, proponents will—
 - (1) Program for automated systems to receive, store, distribute, and use digital weapon system technical information.
 - (2) Configure and adapt these systems to enable either digital data delivery or Government access to contractor maintained technical databases.
 - (3) Obtain acquisition plans, solicitation, documents, and related items for all new systems and should require specific schedule and cost proposals for—
 - (a) Integration of contractor databases.
 - (b) Authorized government access to contractor databases.
 - (c) Applying the Military Standard 2361 and CALS standards in digital form to technical information for delivery.
- c. Prepare a schedule to develop, acquire, and initially distribute technical and equipment publications for the Materiel Acquisition Program. (See AR 70–1 and AR 700–127.) They will ensure that the plan includes—

- (1) A description of the style, content, and format of the publications and a schedule for completion.
- (2) A strategy for preparing, validating, verifying, and delivering the publications.
- d.* Prepare or procure by contract equipment publications that—
 - (1) Are for items that have been type classified as standard or limited production.
 - (2) Are intended for issue to the field.
 - (3) Will require maintenance support at any level.
- e.* Coordinate and review equipment publications according to AR 750–1 and this regulation.
- f.* Ensure that equipment publications for operators—
 - (1) Accompany the equipment when it is issued to the user.
 - (2) Are listed in the basic issue items list.
- g.* Issue equipment publications for unit maintenance, direct support, general support, and aviation intermediate maintenance levels to these maintenance activities before or during equipment delivery. This includes ETMs and IETMs.
- h.* Revise or change technical publications to include mission-essential contingency items. The CG, AMC, COE, and TSG will base their decisions to change or revise technical publications on—
 - (1) The importance of the equipment or system.
 - (2) The urgency of need, anticipated economic useful life, and length of time the equipment or system will be retained in the DOD inventory.
 - (3) Compliance with established standards.
- i.* Analyze all existing equipment systems, especially new acquisitions, to determine the best medium or mix of media for dissemination of operation and maintenance instructions. Electronic media will be used whenever possible. At the time of TM revision, determine the cost effectiveness of conversion to digital form in accordance with Military Standard 2361. When revising technical and equipment publications for older, low-density, or near obsolete equipment, the publication's original format will be used if conversion is not cost effective. Before scheduling such revisions and starting work, the proponent must coordinate with and receive written approval from the TRADOC element representing the user. Proponents must define requirements for revision of such publications in the appropriate contract statement of work. Contracts will not cite obsolete or canceled specifications used to prepare the current edition.
- j.* Prepare the component list supply catalog for each collection-type item or group of closely related collection-type items for which they have logistics responsibility. The CG, AMC, will delegate this responsibility to AMC MSCs and service item control centers.
- k.* Prepare all technical and equipment publications according to the military specifications governing the category of document involved.
- l.* Validate and verify all technical and equipment publications against the related system or equipment, including changes to publications. The CG, AMC, and TSG will ensure that—
 - (1) For contractor-developed technical and equipment publications the contract defines the roles of the contractor and the Army in validation and verification requirements.
 - (2) The technical publication element of the proponent command is responsible for providing guidance to the contractor and for review, verification, and acceptance of deliverable products.
- m.* Maintain an information system that rapidly provides users' feedback reports on deficiencies in technical and equipment publications.
- n.* Coordinate with the user representative prior to contract award and throughout the publications preparation cycle. This coordination will ensure consideration of content and techniques to improve the use of the publication for training as well as for operation and maintenance of the equipment/system.
- o.* Prepare and coordinate a verification plan with user representative to ensure that the equipment publication is tested and proved to be suitable for use by the target audience. The CG, AMC, COE, and TSG will coordinate the verification plan with user representatives to ensure timely support of personnel and materiel for testing.
- p.* Inform the appropriate TRADOC school for the equipment involved of the general requirements for the project. This must be accomplished immediately upon contract award. The schools will be informed of the overall project schedule and will be invited to participate in the start-of-work meeting. Invite appropriate TRADOC schools to participate in-process reviews.
- q.* If the project has a TRADOC Systems Manager (TSM), accomplish all coordination and invitation through the assigned TSM.
- r.* Ensure that a digital master file is created for all new publications, revisions, and changes.
- s.* Proponents of technical and equipment publications will develop technical and equipment publications and forms in the media necessary to support the Total Army (including National Guard and Army Reserves).

1–27. Commanders authorized publication accounts

Commanders authorized publication accounts will manage publication accounts according to this regulation and DA Pam 25–33 and will—

- a. Determine initial distribution requirements for all (joint, multi-Service, and Army) required publications in accordance with this regulation and DA Pam 25–33.
- b. Control the storage and use of classified, accountable, or sensitive publications as required by each item's security classification, this regulation, and AR 380–5.
- c. Establish and maintain an internal distribution scheme for publications received by the unit.
- d. Ensure that publications account personnel within the unit are properly trained and are familiar with the requirements of this regulation and the guidance in DA Pam 25–33.
- e. Ensure that the e-mail (where applicable) or mailing address for the account holder is reviewed quarterly and that USAPA is notified of any changes with an updated DA Form 12–R, submitted through the appropriate chain of command.

Chapter 2 Publications

2–1. Statutory restrictions

- a. *Publishing, printing, and distribution of materials.*
 - (1) An Army organization will not publish, print, reproduce, or distribute material, mechanically or electronically, unless an official designated by the commander certifies by signature on the requisition document that the material is required for the official conduct of Government business.
 - (2) No periodical will be printed or posted to a Web site unless approved by the appropriate departmental or command level review committee.
 - (3) No private or commercial printing or copying will be done at any Army facility or on Army owned equipment even though the Army is offered reimbursement.
- b. *Nonessential publications.* A proposed Army publication will be considered nonessential and will not be published, printed, reproduced, or distributed in any media, to include electronic, if—
 - (1) It is not directly needed to effectively, efficiently, and economically conduct official business.
 - (2) It cannot be produced and distributed in time to fully serve its intended purpose.
 - (3) It duplicates, beyond the requirements for clarity, material already available to the publication's users.
- c. *Unauthorized publications.* Unauthorized publications will not be printed, reproduced, or distributed. They include—
 - (1) Elaborate conference or other program reports and publications that use excessive graphics and color merely for decorative effect.
 - (2) Any publication with material that tends to primarily glorify persons, units, or activities of the DA rather than convey official information. (Official publications announcing the issue of citations and awards are exempt.) This will apply whether the publication will be produced by an in-house printing operation or for the Army under contract. It will also apply whether appropriated or nonappropriated funds will be used.
- d. *Identifying duplication of material in other publications.* When a proposed publication significantly duplicates material in another publication, the proponent will justify the reason for the duplication and clearly identify the duplication to permit efficient review by USAPA.
- e. *Proper names.* Army-wide publications will not contain proper names.
- f. *Recognition of agencies or individuals.*
 - (1) Army-wide publications will not contain the insignia of or a notice indicating the preparing agency. This restriction does not preclude identifying the proponent to encourage user comments. Official publications will not contain credit lines or bylines of Army authors, artists, illustrators, or photographers, or the names of persons who assisted in their preparation.
 - (2) General historical volumes are an exception. They will identify the author by name and essential biographical data. Each volume may contain the names of advisers and agency staff members whose identities would lend prestige and credibility to the volume. The head of the preparing agency will make this decision.
 - (a) "Front matter" (preliminaries) of a general historical volume, including the foreword and author's preface, will be prepared in accordance with DA Pam 25–40.
 - (b) The author's preface in a general historical volume will include a statement that the author is responsible for interpretations and conclusions made and any errors of omission or commission.
 - (3) Courtesy credit lines may be given only for uncopyrighted materials contributed or loaned by non-Government parties. Do not give courtesy credit lines for materials purchased by the Army. This rule does not apply to notice of copyright when a license to use copyrighted material has been purchased.
 - (4) Bylines are permitted in periodicals.
- g. *Certifications.*

(1) Include only requirements for personal certifications, such as "I certify that," in DA publications when they are required by law or agencies outside DOD or when they are essential to Government business. Echelons below HQDA will not create certification unless the principal HQDA official approves it as essential to Government business.

(2) Include the following statement on each request to USAPA for publishing or approval to print a publication or form that contains requirements for certification: "The certifications contained in or prescribed by this publication are required by law or agencies external to the Department of Defense or are essential to the conduct of the business of the Government."

h. The metric system.

(1) The Federal Government Program on use of the metric system is contained in 15 USC section 205a and Executive Order 12770.

(2) The metric system of measurement is the preferred system of weights and measures for United States trade and commerce. The metric system will be used in grants, procurements, and other business-related activities. All weights, distance, quantities, and measures contained in all Army publications will be expressed in both U.S. standard and metric units. All Army programs and functions will use the metric system, especially those related to trade, industry, and commerce.

(3) A listing of preferred metric units for general use is contained in FED-STD-376.

(4) Army-wide publications that pertain to the criteria in paragraph (2), above must be converted to metric measurements as they are revised on normal schedules or new publications developed.

i. Advertisements and trade names.

(1) Army publications prepared or produced with either appropriated or non-appropriated funds or identified with a Government activity will not contain—

(a) Any advertisement inserted by or for any private individual, firm, or corporation.

(b) Any material that implies that the Government endorses or favors a specific commercial product, commodity, or service.

(2) Commercial advertising is acceptable in—

(a) Civilian enterprise publications supplied free of charge to Army activities under the provisions of AR 360-1.

(b) Appropriate civilian media under the morale, welfare, and recreation (MWR) program.

(3) Products cited in publications will be described or referenced with standard Army nomenclature or specification. (The use of trade names will be kept to a minimum; such use could be claimed to be the Army's endorsement of the product.) Questions concerning use of a trade name should be referred to the servicing legal counsel.

2-2. Official publications

a. General. Army official publications are those identified in paragraphs b through f, below. These publications are needed to conduct the Army's official business. Descriptions, guidelines, and procedures for publishing the various categories of official publications are provided in DA Pam 25-40. Generally, they will be—

(1) Initiated by the agency head or commander having responsibility for the subject matter.

(2) Prepared in standard formats and prescribed media.

(3) Identified by the appropriate standard numbering system as outlined by this regulation and DA Pam 25-40.

(4) Authenticated by the appropriate designated official.

(5) Financed from appropriated funds.

b. Numbered DA and HQDA Directives. DA Directives and HQDA Directives are policy and information memorandums issued by the Secretary of the Army to impart immediate policy, changes to policy, guidance or procedures. DA Directives apply Army-wide. HQDA Directives apply only to HQDA. They are permanent and remain in effect until superseded or rescinded by the SA. If policy, guidance, or procedures issued in a DA or HQDA Directive conflicts with policy or guidance in existing departmental publications, the proponent is responsible for initiating a revision to the publication to ensure compliance with the DA or HQDA Directive.

c. DA administrative publications. Listed below are the types of DA administrative publications. A description of these publications can be found in the glossary. Appropriate use and application is defined in DA Pam 25-40.

(1) Army regulations (ARs).

(2) DA circulars (DA Cir).

(3) DA court-martial orders.

(4) DA general orders (DA GOs).

(5) DA memorandums (DA Memos).

(6) DA pamphlets (DA Pams).

(7) DA posters.

(8) HQDA letters (Numbered).

d. Doctrinal, training, training support, and organizational publications and products. Listed below are types of doctrinal, training, training support, and organizational publications and products. Descriptions of these publications are

in the glossary. Any of these types of publications may be issued as electronic publications (EPs), or interactive electronic publications (IEPs).

- (1) Army training and evaluation programs (ARTEPs).
- (2) Field manuals (FMs) (includes multi-Service manuals).
- (3) Graphic training aids (GTAs).
- (4) Modification tables of organization and equipment (MTOEs).
- (5) Pre-commissioning publications.
- (6) Professional bulletins (PBs).
- (7) Soldier training publications (STPs).
- (8) Tables of allowances (TOAs).
- (9) Tables of distribution and allowances (TDAs).
- (10) Tables of organization and equipment (TOEs).
- (11) Training circulars (TCs).

e. Technical and equipment publications. Listed below are types of technical and equipment publications. Descriptions of these publications are in the glossary. Any of these types of publications may be issued as electronic publications (EP) or interactive electronic publications (IEP).

- (1) Automated information systems manuals (AISMs).
- (2) Firing tables (FTs) and trajectory charts (TJCs).
- (3) Lubrication orders (LOs). (Note: Changes to LOs may still be published on laminated cards. New or revised lubrication instructions or orders must be incorporated into the preventive maintenance checks and services (PMCS) table of the appropriate TM.)
- (4) Modification work orders (MWOs).
- (5) Supply bulletins (SBs).
- (6) Supply catalogs (SCs).
- (7) Technical bulletins (TBs).
- (8) Technical manuals (TMs). ETMs/IETMs are DA publications and therefore are subject to the same policy considerations as other DA publications.

f. Agency and command administrative publications. Listed below are types of agency and command administrative publications. Any of these types of publications may be issued as electronic publications (EP), or interactive electronic publications (IEP).

- (1) Agency and command AISMs.
- (2) Bulletins.
- (3) Circulars.
- (4) Policy Memorandums (Policy Memorandums can be applicable only within the issuing agency. They cannot be used to issue policy that crosses agency or command lines).
- (5) Orders.
- (6) Pamphlets.
- (7) Standing operating procedures (SOPs) (Do not use to implement procedures outside of the issuing activity).
- (8) Posters.
- (9) Regulations.
- (10) Supplements.

g. Other categories of official publications. The publications listed below may be considered official publications.

- (1) School texts.
- (2) Official historical volumes.
- (3) Publications reporting results of scientific research.
- (4) Publications by experts on technical, tactical, or similar subjects approved by the SA.

2-3. Publications media

a. General.

(1) DA policies, procedures, orders, instructions, and information will be published in the media prescribed in paragraph 2-2 and DA Pam 25-40. Select the appropriate medium for all Army-wide publications. Use the appropriate media for publications that have multi-Service interest and application by other military Services, DOD agencies, or other Government departments and agencies.

(2) An electronic message will not be used to disseminate new or revised DA, Agency, or Command policy or procedures. Electronic messages may be used to alert the target audience of proposed/impending revisions to existing policy or procedures or new policy or procedures for the purposes of soliciting comments and concurrence, or to disseminate guidance necessary to meet short turn-around requirements imposed by changes in Federal or DOD policy.

(3) Agency and command policies, responsibilities, procedures, and information will be published in the appropriate media as prescribed in this regulation.

(4) Procedures for publishing command information products are contained in AR 360-1.

(5) Regardless of the distribution media, proponents must maintain the publication in the same configuration. For example, when a TM, whether posted to the Web, issued via CD-ROM, or published in hardcopy, is updated and all three bear the same date and contain the same information.

b. Less Paper Policy for Departmental Administrative Publications and Forms (HQDA Letter 25-00-1).

(1) *General.* Electronic media has become a more common method of publishing and issuing revisions to departmental administrative publications. During the transition to more use of electronic media, there will be some publications that are distributed only in electronic media, and some that are only in paper media, and others that are both.

(2) *USAPA Web site and the Army Electronic Library CD-ROM.* The Army has implemented a less paper policy for departmental forms and administrative publications as outlined in this section. It applies to only the departmental forms and administrative publications that are made available on the USAPA Web site and the Army Electronic Library (AEL). (The AEL is a compact disk-read only memory (CD-ROM) that is issued quarterly). This CD-ROM is unclassified and also not sensitive. In between quarterly CD-ROMs, USAPA places newly converted electronic publications and forms on the agency World Wide Web (WWW) home page at <http://www.usapa.army.mil>.

(3) *Electronic media only (EMO).* USAPA does not procure, stock, or provide resupply of paper medium for new and revised administrative publications and forms that have been designated EMO that are available on the USAPA Web site or on the AEL CD-ROM.

(4) *Local reproduction authority.* Departmental administrative publications and forms that have been approved for publication in electronic media are automatically approved for local reproduction. Users should verify that all existing stock levels of paper or CD-ROM products maintained by the St. Louis Distribution Operation Facility have been depleted prior to initiating local reproduction. No further approval is needed from USAPA.

(5) *Departmental administrative publications and the Less Paper Policy.* USAPA will not procure (buy) a paper medium for new, changed, and revised publications available on the USAPA Web site or the AEL CD-ROM or for resupply (reprint) of those existing publications. Once the supply has been exhausted, USAPA will no longer stock or issue paper publications that are governed by this policy. Since new and revised publications will be published electronically, proponents and preparing activities need to check DA Pam 25-40, paragraphs 7-4 and 7-5, for details on submitting electronic files. Contact USAPA for guidance. The "change" methods previously used to issue changes to regulations are not conducive to electronic publishing. Therefore, all changes will be published as revisions.

(6) *Departmental forms and the Less Paper Policy.* The policy for departmental forms is the same as for departmental administrative publications described in paragraph (4), above.

(7) *Exceptions.* Proponents who determine that production in paper media is essential to meet the needs of part or all of their target audience must submit a written justification to the Office of the Administrative Assistant to the Secretary of the Army (OAASA) policy and plans office for review and evaluation. Send these requests for exception through command channels to the Office of the Administrative Assistant to the Secretary of the Army, ATTN: SAAA-ESOM-PO, 105 Army Pentagon, Washington, DC 20310-0105. E-mail address is PPO.Distribution@hqda.army.mil.

(8) *Funding.*

(a) Proponents who have been granted an exception (para (7), above) to produce an Administrative publication or form in paper media for limited or Army-wide distribution will provide the funding to cover the cost of producing copies for distribution, stocking, and for resupply. (National Guard and Army Reserves provide funding to support their requirements.)

(b) For EMO, the user organization or agency will fund local reproduction of departmental publications and forms.

(c) HQDA proponent agencies that are supported by the Information Management Support Center (IMCEN) will process their publishing requests through IMCEN (ATTN: JDIM-RM), 6602 Army Pentagon, Washington, DC 20310-6602. For those agencies that IMCEN supports, JDIM-RM has the responsibility to fund publications and new and revised forms including exceptions granted under this Less Paper Policy.

(9) *Receiving the AEL CD-ROM.* To receive the AEL CD-ROM, HQDA agency personnel should contact the Information Management Support Center, 6602 Army Pentagon, Washington, DC 20310-6602. Customers in the field should contact a local publications control officer or publications account manager. Because the CD-ROM is published quarterly, it is not reprinted or stocked. If an organization is not receiving the AEL CD-ROM through its quarterly initial distribution (ID), the local publication personnel must update the organization's publication subscriptions (DA Form 12-series).

(a) The USAPA Web site provides instructions for ordering and using the subscription system. Adding the AEL CD-ROM or making a subscription change through the WWW requires entering the Initial Distribution Number (IDN) of the AEL CD-ROM (04 0803). The AEL CD-ROM is listed in DA Pam 25-30 as EM 0001.

(b) DA Pam 25-33 (User's Guide for Army Publications and Forms) gives general information on the ordering and ID subscription system.

c. Electronic/digital media.

(1) The Internet/Intranet and CD-ROM are approved media for Army distribution and storage of departmental publications and forms. Information made available on Internet sites and/or distributed by CD-ROM will adhere to the same copyright, licensing, information management, and legal requirements as information distributed in other media. All requirements in this regulation and AR 25-1 apply when developing and distributing information products via the Internet/Intranet or on CD-ROM. In addition, functional proponents and developers will follow the technical guidelines in MIL-HDBK 9660 as far as possible.

(2) Specific guidelines and procedures for physical and content requirements, labeling, packaging, stockage, distribution, etc., as provided in DA Pam 25-40 will be followed when issuing or distributing publications via the Internet/Intranet or on CD-ROM.

d. Microfiche. Microfiche publications will be produced within the guidelines and specifications provided in DA Pam 25-40. Each publication will contain an eye-readable film cover similar in design and content to conventional publications, but it will also include distribution instructions and authentication.

2-4. Writing and revising publications

Army publications must be written or revised in accordance with the guidelines and procedures contained in DA Pam 25-40.

a. Proponents will—

(1) Ensure that each publication is prepared in accordance with the governing content, formatting, preparation specifications, standards, handbooks, and instructions.

(2) Initiate a revision to the basic administrative publication when changes in the roles, responsibilities, and requirements as prescribed in the basic publication occur.

b. Electronic messages will not be used as a means to issue new policy or procedures, changes, or revisions to authenticated publications, regardless of the publication domain. Electronic messages may be used to notify commands and agencies of impending new policy and procedures, changes, or revisions, when it is immediately necessary to maintain national security, ensure the safety and well being of the soldiers, or to avoid legal action against the Department of Defense.

2-5. Copyright material

a. Copyright laws. Proponents are responsible for ensuring that the material published in printed works, or in electronic formats, and links to web resources conform to the copyright laws of title 17, U.S. Code; the copyright policy contained below; and guidelines and procedures of DA Pam 25-40.

b. Copyright notices. Copyright notices must give reasonable notice of the claim of copyright but should not dominate the publication. The copyright notice will reference and identify the specific material in the publication that is protected by copyright. The copyright notice will be placed on the cover page or on the title page if there is no cover page. Also, the specific information in the text that is protected by copyright will be identified in a footnote. The footnote will either refer to the cover page (or title page if no cover page) for details of the copyright notice or give the full copyright notice as specified by the guidance in DA Pam 25-40.

c. Liability for infringement.

(1) Violating an exclusive right of the copyright owner is an infringement of the copyright. Any person committing such infringement may be subject to criminal penalties.

(2) When the infringer is the general public, the copyright owner has the right to sue the infringer for money damages and injunctive relief. This right applies whether or not the infringement is willful or for commercial advantage or private financial gain.

(3) The copyright owner may sue the U.S. Government when a Government employee acting in an official capacity commits an infringement. However, the copyright owner's exclusive remedy is by action against the Government for money damages in the U.S. Court of Federal Claims. No injunctive relief is available.

(4) Government employees will not be personally or criminally liable for copyright infringements in the course of their official duties. The Secretary of the Army or the Secretary's designee is authorized to settle an infringement claim administratively before court action is started. AR 27-60 tells how to process copyright infringement claims. Questions about infringements by Government employees in the course of their official duties and copyright infringement claims should be referred to the Intellectual Property Law attorneys, OTJAG, HQDA.

d. Consent of owner or authorized agent.

(1) When copyrighted matter is to be included in a publication, the proponent will obtain prior written permission from the copyright owner or the owner's duly authorized agent. Written permission is not required if the Government already has the right to reproduce the copyrighted material under a contract or grant.

(2) When the proponent has obtained permission in writing and will be sending the manuscript to USAPA for printing, he or she will include the title of the copyrighted matter and a copy of the written permission with the manuscript. When the Government's right stems from a contract or grant, the proponent will send a copy of the contract clause and identification of the contract (by the contractor's name and address, the contract number, and the

date) as evidence of consent. For agency or command publications printed locally, the issuing agency head or commander will keep the written permission or other evidence of consent on file.

(3) If the owner of the copyright or duly authorized agent withholds permission, fails to reply to a request, or cannot be reached by mail, the Army requester will send a report of the facts, along with the subject matter, to local legal counsel. If local legal counsel determines that the use of the copyrighted material is unquestionably within a statutory exception to the copyright owner's exclusive rights, the material may be included. In questionable cases, the copyrighted material will not be used until the Intellectual Property Law attorneys, OTJAG, HQDA, have rendered an opinion.

(4) When requested by the copyright owner or duly authorized agent, use a credit line. If the requested credit line could be construed as an endorsement or approval, contact the local legal counsel for guidance.

e. Courtesy credit. Courtesy credit lines are permissible for uncopyrighted materials only when the materials are contributed or loaned by non-Government parties. These credit lines will not dominate the publication. Courtesy credit lines will reference and identify the specific material in the publication that applies to the credit line. The courtesy credit line will be placed on the cover page or on the title page if there is no cover page. Also, the specific information in the text will be identified in a footnote unless the credit line applies to the entire publication. The footnote will either refer to the cover page (or title page if no cover page) for details of the courtesy credit line or give the full courtesy credit line.

2-6. Coordination requirements for departmental publications

Proponents will make every effort to ensure that each organization that is affected by the content in the publication (for example, changes existing, or imposes new responsibilities, policies, or procedures) is given an adequate opportunity to conduct internal staffing, review, and comment on the document.

a. Proponents will staff all DA publications with the proper commands and agencies before submitting them for authentication and release. A proponent will coordinate a publication by distributing a draft version of the document. Portable document format (PDF), rich text format (RTF), and word processing software such as MS Word 6.0 or higher, or WordPerfect 6.0 or higher can be used to electronically distribute draft publications for staffing.

(1) The draft document is for comment only and will not be used as an official document. The proponent will state this fact in the memorandum of transmittal used to send the draft publication for coordination.

(2) Electronic staffing of unclassified publications is the preferred method of coordinating publications. Paper distribution should only be used when electronic staffing is not feasible due to technology constraints. Copies of the draft publication will be distributed electronically either via e-mail or posted on a Web site. Draft publications distributed on diskette will be provided in rich text format (RTF).

(3) Draft publications placed on local area networks (LANs) or Web sites for coordination will be removed after coordination is accomplished.

(4) Access to draft publications via the Internet will be controlled by requiring password entry to allow only those having a need to access for the purpose of staffing, coordinating and commenting. A notice will be posted on the Web site that clearly notes: "This publication is a draft document and is not to be disseminated or used as an official document until it has been approved by the appropriate authenticating official." Proponents will include the words "DRAFT-NOT FOR IMPLEMENTATION" across the top of each page of the draft (including electronic versions) (see AR 25-1, para 9-2d).

b. A detailed summary of important revisions being made will be included with the draft when staffing revisions. When staffing a revision, highlight the revised material in the draft.

c. Publications sent to USAPA for publishing, regardless of media, will have all required coordination shown in part II of DA Form 260 (Request for Printing). Coordination requirements specific to the category of publication as stated in this regulation must be noted on the DA Form 260.

d. Coordination timelines: as a general rule, proponents will allow at least 30 calendar days from date of release for reviewers to return comments when coordinating a departmental publication.

e. "No comment" from an organization will be considered as an acceptable response. A non-response to the memorandum of transmittal will not be considered concurrence. However, failure to respond will not unreasonably delay publication. Proponents will contact the organization's point of contact at the end of the comment period. Proponents will verify that contact was made with the non-responding organization by noting the point of contact and the date contacted on the DA Form 260, part II. The AASA will make the final determination of approval to publish without the non-responding organization for policy publications and the Director, USAPA, for non-policy publications, when the publication is submitted for authentication. Direct questions concerning policy coordination requirements to the Director of Policy and Plans, Office of the Administrative Assistant.

f. The proponent must address a stated non-concurrence from a reviewer. The proponent will contact the reviewer and make every attempt to come to an agreement on any issues involved. With the exception of legal issues, if proponent and reviewer cannot reach an agreement, the proponent may submit the issue with a request for a waiver for

concurrence through their HQDA principal official to the AASA before submitting the publication for approval and authentication. The proponent will include the reasons for the non-concurrence and the failure to reach agreement.

2-7. Electronic staffing via e-mail and the Internet

a. General guidance. The electronic staffing procedures prescribed below apply only to unclassified/non-sensitive departmental forms and administrative publications. When conducting functional coordination of new or revised administrative publications, proponents will use electronic staffing via the Internet or electronic mail (e-mail) to the maximum extent possible and practical as the primary method for distribution. When staffing via the Internet or email, proponents will adhere to the format procedures prescribed by DA Pam 25-40. Publications that are being revised or changed will include a summary of proposed changes. OTJAG coordination will be performed in accordance with paragraph 3-11b. Proponents will ensure that proposed new publications or revisions are staffed with the appropriate HQDA agencies and MACOMs listed in DA Pam 25-40. Proponents will—

(1) Provide e-mail notification to each appropriate HQDA agency and MACOM that a document is available for review and comment.

(2) Unless otherwise instructed by the activity, address e-mail notifications to the Staff Action Control Office (SACO) for each HQDA agency and MACOM to ensure that notification of documents released for staffing are being dispatched to the appropriate functional element within a HQDA Agency or MACOM. The proponent may elect to provide a courtesy copy to the functional point of contact within each organization. Ensure that proposed new publications or revisions are staffed with the appropriate HQDA agencies and MACOMs in this regulation and DA Pam 25-40.

(3) Identify the organization, office, individual, commercial phone, DSN, and e-mail information of the individuals who authorized the release of the document for staffing.

(4) Attach the draft manuscript document in at least one of the following formats to ensure accessibility by a wider range of the target audience.

(a) Rich text format (RTF).

(b) Portable document format (PDF).

(c) Word processing software such as MS Word 6.0 or higher, or WordPerfect 6.0 or higher.

(5) Use file compression tools such as PK ZIP or WINZIP to reduce the size of attachments. Compressed files should be self-extracting files. Attachments to e-mail staffing should not exceed 3 to 5 megabytes in file size.

b. Internet coordination.

(1) Limit access to draft documents posted to a Web site for reviewing and downloading to only those individuals necessary to provide review and comment as part of the standard staffing and review process. A notification that identifies the individuals who authorized the release of the document for staffing should be posted to the Web site along with the document being reviewed.

(2) The proponent or a designated administrator should issue access passwords to only those designated points of contact for each HQDA agency or MACOM required to review and comment as part of the staffing process.

(3) Draft documents posted on a Web site for review and downloading will, at a minimum, be made available in one or the following formats:

(a) Portable document format (PDF).

(b) Rich text format (RTF).

(c) Word processing software such as MS Word 6.0 or higher.

(d) Word processing software such as WordPerfect 6.0 or higher.

c. E-mail coordination.

(1) Proponents choosing to coordinate documents via e-mail will, at a minimum, attach the draft manuscript document in one of the following formats:

(a) Portable document format (PDF).

(b) Rich text format (RTF).

(c) Word processing software such as MS Word 6.0 or higher.

(d) Word processing software such as WordPerfect 6.0 or higher.

(2) Upon receipt of an e-mail notification that a draft document is available for review and comment, the reviewing agency or command will e-mail an acknowledgement of receipt to the proponent. The acknowledgement will provide the name, office, address, e-mail address and telephone numbers of the primary and alternate points of contact for that HQDA agency or MACOM.

(3) Reviewing agencies and commands should use the DA Form 2028 format when submitting comments on draft publications. The DA Form 2028 or correspondence should be provided electronically to the proponent. Paper submissions of the DA Form 2028 (Recommended Changes to Publications and Blank Forms) and correspondence to the proponent will only be acceptable in circumstances in which the use of an Internet-based collaborative tool or electronic mail is not possible. Reviewing agencies and commands should—

(a) Consolidate comments from within their organization and submit a consolidated response that represents the agency or command position.

(b) When submitting comments via e-mail response, ensure that the e-mail is addressed to the originator of the document or their designated representative. The e-mail response should identify who the approval official for releasing the agency or command response is and the point of contact, office, address, phone numbers, and e-mail address.

(c) When using Internet based collaborative tools to collect staffing comments, individuals providing the input must ensure that the comments being submitted have been coordinated within their respective agency or command, and represent the official position of that agency or command. The identity of the submitting organization, individual, office symbol, telephone numbers, and e-mail address should be included as part of the required input.

(4) The proponent should retain copies of responses submitted by reviewing activities as supporting documentation. Retention should be in accordance with established record retention procedures.

(5) Upon completion of the staffing process, the proponent will submit the revised draft manuscript along with the accompanying DA Form 260 (and DD Form 67 (Form Processing Action Request) when applicable), through the agency or command PCO, to USAPA for administrative review.

d. Submitting electronic files to USAPA. The following guidelines should be followed in conjunction with those above when using e-mail or the Internet to staff administrative publications.

(1) USAPA will accept manuscripts and the accompanying DA Form 260, and the DD Form 67 (Form Processing Action Request), via e-mail. Proponents will address e-mails with attachments to DAFORM260@USAPA.ARMY.MIL.

(2) Proponents should attach the DA Form 260 and DA Form 67 as PDF, RTF, or Form Flow file. Electronic recreations of these forms will be accepted.

(3) Proponents must submit the manuscript document to USAPA in a RTF file unless specific arrangements have been made between the document proponent and the appropriate USAPA point of contact for another format (for example, MS Word 6.0 or higher, WordPerfect 6.0 or higher).

(4) Proponent should retain the official signed copy of the DA Form 260 and DD Form 67 (when applicable) as the record copy. An electronic version of the completed DA Form 260 and DD Form 67, with indication that the approving officials have signed the document should be submitted as an attachment to the e-mail. Upon request from the AASA, USAPA or OTJAG, the proponent will provide a hardcopy that reflects the official approval signatures.

(5) Upon receipt of the manuscript from the proponent, USAPA will conduct an administrative review of the document. USAPA will document comments and recommended changes to the manuscript in an e-mail that will be sent to the proponent through the proponent's PCO.

2-8. Authentication

a. Introduction.

(1) The SA and AASA are the authenticators of departmental (DA) publications. Authentication by the SA or AASA constitutes clearance of the publication's content; verifies that appropriate coordination has been accomplished; clears the publication for issuance as Army policy; and when appropriate, authorizes the publication of the policy in the Federal Register or the Code of Federal Regulations.

(2) The SA approves GOs that delegate authority from the SA and where an audit trail is appropriate such as court-martial authority. The SA also approves GO assigning Secretariat duties and responsibilities. The AASA approves and authenticates all other departmental administrative publications as delegated by the Secretary and all non-policy departmental publications, including training and doctrinal publications, and technical and equipment publications. The AASA has delegated authority to the Director, USAPA to ensure that authentication requirements are met for non-policy departmental publications. This includes traditional paper printing, CD-ROMs, and the Army's five official publications Web sites. The Director, USAPA will not redelegate USAPA's authentication authority. Both electronic publishing media and electronic distribution media will be authenticated.

(3) Once authenticated, the content of an administrative, doctrinal and training, and technical and equipment publication will not be altered.

b. Policy departmental administrative publications. The SA authenticates GOs that delegate authority from the SA and where an audit trail is appropriate such as court-martial authority. The SA also approves GO assigning Secretariat duties and responsibilities. A sample authentication is shown in figure 2-1. The authentication for all other policy departmental administrative publications will consist of the line "By Order of the Secretary of the Army:" with the Chief of Staff's signature block below. They will also have the signature and signature block of the AASA. A sample authentication is shown in figure 2-2.

c. Non-policy departmental administrative publications. The authentication for non-policy departmental administrative publications will consist of the line "By Order of the Secretary of the Army:" with the Chief of Staff's signature block below. They will also have the signature and signature block of the AASA. A sample authentication is shown in figure 2-2.

d. All other departmental publications. Authenticate all other departmental publications not covered in paragraphs b or c, above (for example, field manuals, technical manuals, electronic technical manuals, and interactive electronic technical manuals) as follows:

(1) Publications published under a centralized publishing program. The authentication for publications published under a centralized publishing program will consist of the line "By Order of the Secretary of the Army:" with the Chief of Staff's signature block below. They will also have the signature and signature block of the AASA. A sample authentication is shown in figure 2-3.

(2) Publications published under a decentralized publishing program. The authentication for publications published under a decentralized publishing program will consist of the line "By Order of the Secretary of the Army:" with the Chief of Staff's signature block below. They will also have the signature and signature block of the AASA (with control number located at the end of the AASA signature block). A sample authentication is shown in figure 2-4. (See DA Pam 25-40 for processing procedures.)

(a) For publications published under the decentralized publishing program, USAPA will issue a numbered authentication block (camera-ready copy) for each DA Form 260 submitted for new, revised, or changed publications.

(b) Issuance of an advance authentication block and control number for publications published under the decentralized publishing program is not approval to print or publish an item. USAPA will forward the final approval to publish to the proponent in the form of a memorandum or e-mail after review of the publication and the DA Form 260.

e. Electronic/digital media publications.

(1) Departmental publications contained on Internet/Intranet sites or on CD-ROMs will be authenticated as described in paragraphs a through d above, depending on the publishing media (ARs, TMs, FMs). USAPA will provide authentication signature blocks, with control numbers. The uniquely numbered authentication signature blocks are to be inserted at the end of departmental publications. The CD-ROM, which is given an Electronic Media (EM) number, will also have its own authentication block. The authentication assigned to the EM will appear as part of the CD-ROM content (in the file), in a place where it can be readily seen. Additionally, it will appear again on either the face of the CD-ROM (disk 1 of multi-set CDs) when space allows or on the disk container (jewel box or mailer).

(2) Agency and command publications displayed on an Internet/Intranet or produced on CD-ROM will be authenticated by the commander or agency head or his or her designated representative. Using imaging software (graphics capabilities), scan in the authentication as part of each publication. For CD-ROM, the authentication must appear as part of the text of each publication, and the authentication will be placed on the jewel box insert.

(3) Customized CD-ROMs that contain legacy publications (for example, those that have already been authenticated) for the purpose of making distribution of a selected group of publications do not require authentication.

(Signature)

Thomas E. White
Secretary of the Army

Figure 2-1. Sample authentication for selected DA departmental policy publications

By Order of the Secretary of the Army:
ERIC K. SHINSEKI
General, United States Army
Chief of Staff

Official:

(Signature)
JOEL B. HUDSON
Administrative Assistant to the
Secretary of the Army

Notes:

¹ This authentication is printed full measure.

Figure 2-2. Sample authentication for policy and nonpolicy centralized departmental publications

By Order of the Secretary of the Army:
ERIC K. SHINSEKI
General, United States Army
Chief of Staff

Official:

(Signature)
JOEL B. HUDSON
Administrative Assistant to the
Secretary of the Army

Notes:

¹ This authentication is printed full measure.

Figure 2–3. Sample authentication for centralized training and doctrinal and technical and equipment publications

By order of the Secretary of the Army:
ERIC K. SHINSEKI
General, United States Army
Chief of Staff

Official:

(Signature)
JOEL B. HUDSON
Administrative Assistant to the
Secretary of the Army
00000

Notes:

¹ This authentication is printed full measure.

Figure 2–4. Sample authentication for decentralized training and doctrinal and technical and equipment publications

2–9. Assignment of numbers

USAPA is responsible for the overall management of the DA publications numbering system and assigns numbers to DA administrative publications. As doctrine, training, and materiel developers, TRADOC, AMC, and TSG will control and assign numbers for doctrinal, training, organizational, technical, and equipment publications according to numbering schemes approved by USAPA. Publications will be numbered in accordance with the specific guidance for numbering as provided in DA Pam 25–40.

2–10. Distribution

a. Distribution levels: for those publications that continue to be distributed in paper format, follow the distribution schemes identified in DA Pam 25–40.

b. Restriction statements and warning and destruction notices for technical, equipment, doctrinal, and training publications.

(1) The policy contained in this paragraph implements DODD 5230.24. DODD 5230.24 establishes policy for marking technical documents of DOD and the military departments (including Joint, NGB, USAR, and the Unified and Specified Commands). Proponents must not use the same statement for all of their publications. Care must be exercised in examining each statement and thereby determining the appropriate statement for the publication's content.

(2) All new and revised technical, equipment, doctrinal, and training publications must contain statements specifying their availability for release and dissemination. Proponents must put these statements and notices on both the cover and the title page of the publication. These statements must also be identified in either part I, item 2, or the continuation/remarks block of the DA Form 260.

(3) Distribution restriction statements and warning and destruction notices do not apply to publications—

(a) Categorized as cryptographic and communications security, communications and electronic intelligence, and other categories designated by the Director, National Security Agency (NSA), or Chief, Central Security Service.

(b) That contain RESTRICTED DATA and FORMERLY RESTRICTED DATA as defined in the Atomic Energy Act of 1954, as amended.

c. The major subordinate command security manager must annotate on the DA Form 260 that the publication meets the criteria for "Distribution Restricted" prior to submission to USAPA.

d. Distribution restrictions will remain in effect until changed or removed by the proponent. Proponents will, at a minimum, conduct a biannual review of publications designated "distribution restricted" to determine if the restriction is still valid. USAPA will be notified by memorandum, including a listing of those "distribution restricted" publications that have been reviewed, certifying that the distribution restriction statement is still warranted. (See DA Pam 25-40 for additional information on distribution restriction statements.)

2-11. Funding of departmental publications and forms

a. Proponents are responsible for funding the cost of departmental publications and forms for which they are proponents. Funding costs include prepress composition, printing, initial distribution, and all subsequent reprints to maintain stockage levels when required in physical media. (National Guard and Army Reserves provide funding for their requirements of publications and form reproduction to USAPA and/or Adjutants General/commands as required based on availability from the supply source and receipt of reimbursement documentation.)

b. USAPA will—

(1) For centrally managed funding, coordinate and control funds for the centralized procurement of departmental publishing and printing services on behalf of proponent organizations in accordance with standard Army financial procedures and policies.

(2) Keep records of funds available for procurement of departmental printing and inform agencies and MACOMs of the status of their reimbursable accounts and withdrawals made from their accounts.

2-12. Records management requirements

The proponent in coordination with their respective records manager is responsible for identifying those requirements contained in the proposed publication that may result in the collection of information that may be essential evidence of operations; and for determining the appropriate retention and disposition requirements, ensuring compliance with established records management policies. Proponents will retain record copies of publications as prescribed by AR 25-400-2, paragraph 2-1.

Chapter 3

Departmental Publications Domains

Section I

DA Administrative Publications

3-1. Proponents of DA administrative publications

a. The proponent for a DA administrative publication will be the HQDA agency or MACOM that has primary interest in the subject of the publication. When it is not clear who the proponent for a publication should be, OSA (SAAA-ESOM-PO) and OCSA (DACs-DMC) will determine the responsibility for the publication.

b. Only HQDA agencies (OSA, OCSA, and the principal HQDA officials) will be the proponents of Army regulations, DA circulars, DA memorandums, numbered HQDA letters, and DA general orders. A listing is provided in figure 3-2.

c. Only the Secretary of the Army will be the proponent of DA Directives and HQDA Directives.

d. Field operating agencies and MACOMs may be the proponents for administrative publications other than those listed in paragraph b above when the preparation responsibility is assigned to them by their parent HQDA agency.

3-2. Exceptions to policy issued by DA administrative publications

a. Unless specifically restricted by the policy publication concerned, exceptions to policy consistent with controlling law and regulation may be approved, but only by the head of the proponent agency or higher authority. The head of the

proponent agency may, but is not required to delegate this general authority. Delegation of authority, including duration of delegation, must be in writing clearly stating the terms of delegation.

b. Where the head of the proponent agency or higher authority acts under this general provision, the proposed exception will be coordinated with HQDA (DAJA-AL), Washington, DC 20310-2200, prior to approval. In addition to this general authority, policy publications may contain specific provisions providing for approval of exceptions to policy, by designated officials, consistent with controlling law and regulation, limited to O6 (colonel) or equivalent within the proponent agency.

c. This delegation of authority will appear on the title page of the publication directly before the Management control systems statement. The paragraph will be titled "Proponent and exception authority." The proponent and exception authority statement will be tailored to each individual policy publication. An example of this statement is provided in figure 3-1.

3-3. Intra-Army committees

a. When an Army regulation (AR) requires the establishment of or continuance of an intra-Army committee, AR 15-1 requires the proponent to justify establishing or continuing the committee. The proponent will coordinate the draft publication with the DA Committee Management Office, ATTN: SAAA-ESOM-PO, Office of the Administrative Assistant, 105 Army Pentagon, Washington, DC 20310-0105.

b. The proponent will also place a statement on the title page of the AR establishing the AR as requiring the committee. The statement will be titled "Intra-Army committee," and appear directly after the "Proponent and exception authority statement" but before the Army Management control process statement.

3-4. Army management control process

All Army programs and functions are subject to AR 11-2 and the requirement to establish and maintain effective management controls. HQDA functional proponents are also required by AR 11-2 to identify in their ARs the key management controls that require formal evaluation. Proponents of ARs will do the following:

a. Include a statement on the title page of every AR as to whether or not the AR identifies key management controls. Place it immediately after the applicability statement. There are several statements that can be used depending on how the AR addresses management controls. Examples include the following:

(1) *Army management control process.* This regulation contains management control provisions, but does not identify key management controls that must be evaluated.

(2) *Army management control process.* This regulation contains management control provisions and identifies key management controls that must be evaluated.

(3) *Army management control process.* This regulation does not contain management control provisions.

b. Identify key management controls, if appropriate, in appendixes to the regulations that implement them. (Appendix will be placed as the last appendix. If the AR contains multiple appendixes that are management control evaluation checklists, place them alphabetically by title.) Formats are specified in AR 11-2, chapter 2. This policy applies to all classified and unclassified regulations.

c. Existing management review processes may be identified and included as an alternative to using the management control evaluation checklists. These processes will also be placed as the last appendix. (See AR 11-2 for sample formats of an appendix for a management control evaluation checklist and an appendix for an existing management review process.)

d. A DA Form 11-2-R (Management Control Evaluation Certification Statement) will appear in each prescribing directive that contains either management control evaluation checklist appendixes or appendixes for existing management review processes.

e. State in item 2 of the DA Form 260 whether or not the AR is subject to the requirements of AR 11-2.

3-5. Issuing revised departmental administrative publications

Electronic messages will not be used to issue Army policy and procedures. Proponents will adhere to the guidelines of this regulation and the procedures of DA Pam 25-40. Revisions to existing administrative publications are categorized as administrative revisions and functional revisions.

a. *Administrative revisions.* Administrative revisions can be made to an existing publication to correct typographical errors and update office symbols, organizational names and addresses, references, or URLs.

(1) Only the proponent may submit administrative revisions.

(2) Administrative revisions will not change the current roles, responsibilities, policies, or procedures specified in the publication. As a result, formal staffing is not required. Note on the DA Form 260, "Administrative-type revision, No existing roles, and responsibilities are affected nor does the revision impose new roles and responsibilities," so reviewers will know you do not need to show coordination and concurrence.

(3) Submit administrative revisions to OAASA, SAAA-ESOM-PO, 105 Army Pentagon, Washington DC 20310-0105 or via e-mail to ppo.distribution@army.mil. If submitting via e-mail, include "Administrative Revision to (publication number, date)" in the subject line.

(4) USAPA will process and post administrative revisions to the USAPA Web site and include them on the next quarterly AEL CD-ROM.

b. Functional revisions. Functional revisions are modifications or additions to existing policy and procedures that implement new or revised laws, policies, and guidelines as imposed by Congress, OMB, GSA, OSD, Secretary of the Army, Chief of Staff, etc., and/or assign or reassign roles and responsibilities. Functional revisions will be posted to the existing publication on the USAPAWeb site and included on the next quarterly AEL CD-ROM. Proponents should staff and submit revisions to USAPA for processing as they occur. Do not delay submission of revisions until there are several revisions that need to be made to the publication. Doing so increases reviewing and processing time. Functional revisions are categorized as priority revisions, rapid action revisions, and major revisions.

(1) *Priority revisions.*

(a) Priority revisions are those that are urgently needed to issue policy or procedures that must meet a mandatory effective date. Law, Executive Order, order of another executive agency, court order, or DOD directive must impose the date.

(b) Priority revisions are also used to issue, rescind, or change a policy or procedure that corrects or prevents a potentially significant operational or management deficiency. Examples of such a policy or procedure are ones that correct deficiencies that could include, but are not limited to those that—

1. Cause loss of life, personal injury, or destruction of property.
2. Result in a judicial ruling against the Army.
3. Result in a significant financial loss to the Army.
4. Seriously jeopardize mission accomplishment, security, or troop readiness.
5. Impact on Readiness.

(c) The following restrictions apply to priority revisions.

1. A GO or Senior Executive Service (SES) level representative of the proponent office must initiate the request.
2. Priority revisions of a new publication will be limited to eight pages of text or eight pages of DA Form 2028 material (to include forms, figures, tables, and illustrations). Electronic files must be submitted with the DA Form 260.
3. Revisions to an existing publication must correspond to the basic paragraph and section numbering scheme of the basic publication being revised. Submit only the revised portions of the publication. Do not submit the entire publication.
4. Revisions must be non-distribution restricted and unclassified.

(d) At a minimum, staff priority revisions to policy publications with the ASA(FM&C), ASA(M&RA), OTJAG, Chief, National Guard Bureau (CNGB), Office of Chief, Army Reserve (OCAR), and each principal HQDA official and MACOM commander affected by the proposed policy or revision. OTJAG staffing will occur after comments are resolved from all other staff agencies. Only those pages affected by the revision must be submitted to OTJAG for review in accordance with paragraph 3-11b. Nonpolicy publications do not need to be submitted to OTJAG.

(e) Provide an information copy of the priority revision to USAPA and all HQDA officials and MACOM commanders that may have an interest in the proposed policy or revision. Comments or concerns submitted by those HQDA officials and MACOM commanders will be given appropriate consideration if received by the suspense date.

(f) Staffing agencies will review and comment on draft revisions within 5 to 10 working days from date of receipt. When staffing, include a copy of the original pages that are being revised. Hand carrying or electronic distribution for staffing via e-mail is encouraged.

(g) After a final legal OTJAG review, submit the priority revision to OAASA PPO, ATTN: SAAA-ESOM-PO, 105 Army Pentagon, Washington, DC 20310-0105, for authentication. After authentication, OAASA PPO, will submit the priority revision to USAPA for publishing. USAPA will publish the priority issuance to the Web within 24 to 48 hours.

(h) Priority revisions will be processed in the order in which they are received. In the event of a conflict between priorities, the Director of USAPA will make a determination as to which action takes precedence.

(2) *Rapid action revisions.* When it becomes necessary for proponents to issue a small number of routine revisions to an administrative publication, the rapid action revision is the preferred and most efficient process to use.

(a) Restrictions include the following:

1. Rapid action revisions will consist of no more than eight pages of text or eight pages of DA Form 2028 material. Submit only those pages and accompanying revised text for the pages affected by the revision. Do not submit the entire manuscript for the revised publication.
2. Rapid action revisions must be coordinated as indicated in table 3-1 of this regulation, and chapter 11 of DA Pam 25-40. Activities will allow 10-15 working days from date of receipt to review and submit comments.
3. The proponent must notify USAPA 30 days in advance of submitting a rapid action revision. This is necessary to allow USAPA time to review the electronic files (to include graphics), review the possible impact on forms management issues, and ensure the files are ready to be posted to the Web.

(b) Upon completion of formal staffing, forward the rapid action revision to USAPA (JDHQSVPAP-D) for processing with a signed DA Form 260, summary of change, new history statement, DA Forms 2028 or text indicating the affected paragraphs, and electronic file to only those affected paragraphs. Alterations must correspond to the

existing paragraphs in the basic publication. If submitting files by e-mail, include in the subject line, "Rapid action functional revision to (publication number, date)."

(c) USAPA will give the revised publication a new publication date, effective date, and supersession notice (see para 12–5 of DA Pam 25–40). The external references and forms will also be checked prior to publishing.

(d) Rapid action revisions will go through the normal review process. After the DA Form 260 is signed and submitted to USAPA, rapid action revisions are reviewed and edited. Revisions to policy publications are sent to OTJAG for final legal review, returned to USAPA for preparation, sent to OAASA for authentication, and returned to USAPA for publishing. Nonpolicy publications do not require a final legal review by OTJAG or a final review by OAASA for authentication.

(e) Rapid action revisions will be processed in the order in which they were received. In the event of a conflict between priorities, the Director of USAPA will make a determination as to which action takes precedence.

(3) *Major revisions.* Major revisions include manuscripts that are more than eight pages of text or eight pages of DA Form 2028 material and extensive addition to existing tables, or adding new tables, or consolidations of publications. Major revisions—

(a) Should be prepared and submitted to USAPA using the Administrative Proponent and Interface Process (APPIP). Publications sent to USAPA that are not in APPIP format will take significantly longer to process.

(b) Must be staffed as indicated in table 3–1, and chapter 11 of DA Pam 25–40. Activities will allow 30 working days from the date of receipt to review and comment on the proposed revision.

(c) Must be forwarded to USAPA (JDHQSV–PAP–D) for processing with a signed DA Form 260 and electronic files with all manuscript pages, figures, tables, and illustrations. If submitting files by e-mail, include in the subject line, "Major revision to (publication number, date)."

(d) Must go through the normal review process at USAPA. After the DA Form 260 is signed and submitted to USAPA, major revisions are reviewed and edited. Policy publications are then sent to OTJAG for a final legal review, returned to USAPA for preparation, sent to OAASA for authentication, and returned to USAPA for publishing. Nonpolicy publications do not require a final legal review by OTJAG or a final review by OAASA for authentication.

3–6. Issuing new departmental administrative publications

New departmental administrative publications are those that have never been published before. There are two types, priority issuance and normal issuance.

a. Priority issuance. Electronic messages will not be used to issue new departmental administrative policy or non-policy publications. When it is necessary to issue new policy or procedures immediately, proponents will coordinate with PPO and USAPA to request priority processing. PPO will approve all priority issuances of new administrative publications before they are submitted to USAPA. USAPA will assist in expediting the processing of the publication. These publications will be posted to the USAPA Web site within 24 to 48 hours and subsequently be included on the next edition of the AEL CD-ROM. (See para 3–5b(1) for information on the use, restrictions, staffing, and submission of priority issuances, which are the same as for priority revisions. Also see DA Pam 25–40 for additional information and requirements.)

b. Normal issuance. Normal issuances of new administrative publications include publications that have never been published before but do not require priority issuance. (See DA Pam 25–40 for additional information and requirements.) Normal issuance of new administrative publications will be forwarded to USAPA (JDHQSV–PAP–D) for processing with a signed DA Form 260 and electronic files. They—

(1) Require the coordination indicated in table 3–1.

(2) Should be prepared using APPIP.

(3) Must go through the normal review process at USAPA, as explained in paragraph 3–5b(3)(d).

3–7. Major functional revisions

Major revisions include manuscripts that are more than eight pages of text and extensive addition to existing tables, or adding new tables, or consolidations of publications. Major revisions—

a. Should be prepared and submitted to USAPA using APPIP. (Publications sent to USAPA that are not in APPIP format will take significantly longer to process.)

b. Must be staffed as indicated in table 3–1, and chapter 11 of DA Pam 25–40. Activities will allow reviewers 30 working days from the date of receipt to review and comment on the proposed revision.

c. Must be forwarded to USAPA (JDHQSV–PAP–D) for processing with a completed DA Form 260 and electronic files with all manuscript pages, figures, tables, and illustrations. If submitting files by e-mail, include in the subject line "Major revision to (publication number, date)."

d. Must go through the normal review process at USAPA. After the DA Form 260 is signed and submitted to USAPA, major revisions are reviewed and edited. Policy publications are then sent to OTJAG for a final legal review, returned to USAPA for preparation, sent to OAASA for authentication, and returned to USAPA for publishing. Non-policy publications do not require a final legal review by OTJAG or a final review by OAASA for authentication.

3-8. Changes to classified departmental administrative publications

Classified or sensitive administrative publications that are not available in electronic media, either online, or on CD-ROM may be changed by submitting a request for issuance of an official DA numbered change. See DA Pam 25-40 for instructions on preparing and submitting a request for an official DA numbered change for classified or sensitive material.

3-9. Approval before preparation

Proponents will notify USAPA, ATTN: JDHQSV-PAP, Alexandria, VA 22331-0302 before preparing a manuscript or artwork for publications listed below or before negotiating the procurement of commercial items referred to in paragraph 3-9e unless authorized approved under a departmental decentralized publishing program.

- a. DA posters.
- b. DA publications containing multicolor printing.
- c. DA periodicals.
- d. DA civilian recruiting publications and junior officer recruiting brochures.
- e. Commercial items (such as posters, leaflets, brochures, and handbooks) intended for Army-wide distribution. This does not apply to commercial TMs.
- f. Informational DA pamphlets.

3-10. Supplementation of regulations

a. Army regulations provide the guidance needed for uniform application of policies and use of standard procedures Army-wide. Therefore, supplementation of ARs and establishment of command or local forms to support requirements of DA administrative publications are prohibited, unless prior approval is obtained through command channels from the proponent of the AR. Supplements will not conflict with the policy contained in the basic publication. Since policy formulation responsibilities rest with HQDA agencies, only those agencies are permitted to approve supplementation and only their office symbols and addresses will appear on the statement in paragraph 3-10c.

b. Similarly, supplementation of command regulations and establishment of local forms are prohibited, unless prior approval is obtained from the MACOM that issued the regulation.

c. Each regulation will include the following statement on its title page: "Supplementation of this regulation and establishment of command and local forms are prohibited without prior approval from (enter office symbol and address of the proponent)."

d. Supplements will contain only that information which is unique to the MACOM or the particular level preparing the supplement. Supplements will not repeat information contained in the basic publication, unless some information must be repeated for clarity.

e. Local command or activity regulations or supplements do not take precedence over Army-wide regulations and procedures.

3-11. Coordination and authentication requirements of DA administrative publications

a. Proponents must staff an administrative publication according to this regulation and DA Pam 25-40 before it is submitted for authentication. Proponents will—

- (1) Determine staffing requirements based on the following factors:
 - (a) Type of publication (AR, DA Pam, GO, etc.).
 - (b) New publication or revision, and type of revision, that is, administrative revision, priority revision, rapid action revision, or major revision.
- (2) Forward administrative publications for review, comment, and concurrence as indicated in tables 3-1 and 3-2.
- (3) To the maximum extent possible, staff publications electronically.
- (4) Submit request for waivers for required staffing to the OAA, ATTN: SAAA-ESOM-PO.

b. To ensure that departmental publications and forms are legally sufficient, a legal review by OTJAG of all policy publications is required prior to release. The review by OTJAG will include—

(1) *Staffing review.* A draft manuscript will be provided to OTJAG at the time proponents are coordinating with other principal HQDA officials. The transmittal to OTJAG will include—

- (a) A copy of the existing publication.
- (b) One double-spaced copy of the draft manuscript.
- (c) A detailed summary of any significant deletions, additions, or revisions, referenced by paragraph and/or highlighted on the draft manuscript.
- (d) A cover memorandum requesting the review and providing the name, telephone number, and e-mail address of the proponent agency's point of contact for the publication.

(e) After completion of the OTJAG staffing review and prior to submission of the draft manuscript for printing, the proponent will submit to OTJAG for review one double-spaced copy of those pages of the draft manuscript that were

changed pursuant to comments by principal HQDA officials and MACOM commanders after the OTJAG staffing review. The changes will be clearly identified either through the use of highlighting, italics, or bold print.

(2) *Final legal review.* After completion of all required coordination and appropriate incorporation of reviewers' comments into a final draft, USAPA will edit the final draft manuscript and provide it to OTJAG (DAJA-AL) for final legal review. The transmittal will include—

- (a) One double-spaced copy of the final draft manuscript.
 - (b) DA Form 260 containing a statement that the proposed publication has been evaluated to determine whether public notice and comment are necessary.
 - (c) A copy of any waiver by the SAAA to the staffing requirements of this regulation.
 - (d) A summary of the change, or for new publications, an outline of major topics covered.
- c. The AASA will authenticate departmental policy publications (except DA Memorandums). With the exception of General Orders, the AASA authenticates DA memorandums on behalf of the SA. Authentication by the SA or AASA constitutes clearance of the publication's content; verifies that appropriate coordination has been accomplished; clears the publication for issuance as Army policy; and when appropriate, authorizes the publication of the policy in the Federal Register or the Code of Federal Regulations. Proponents will forward policy publications for review, comment, and concurrence as indicated in tables 3-1 and 3-2.

Table 3-1
Administrative publications-coordination requirements (new and revised)

Policy (ARs, DA Cirs, HQDA Letters, DA Memos, DA General Orders)	Non-policy (DA Pams (procedural and informational), DA Posters)
ASA(FM&C)	ASA(FM&C)
ASA(M&RA)	ASA(M&RA)
C,NGB	C,NGB
CAR	CAR
TIG	TIG
DAS(CSA)	DAS(CSA)
AASA	CPA (DA Posters only)
TJAG (in coordination with the Office of the Army General Counsel as necessary)	
Principal HQDA officials and MACOM commanders for which the publication imposes specific responsibilities and requirements	Principal HQDA officials and MACOM commanders for which the publication imposes specific requirements
Appropriate Secretariat organizations that have oversight responsibilities	

Notes:

¹ Provide a courtesy copy to all other principal HQDA officials and MACOM commanders.

Table 3-2
Administrative publications-subject matter requiring additional coordination

Coordinate with	If your publication	Address
USAPA	Prescribes a new or revised form	Director, U.S. Army Publishing Agency, ATTN: JDHQSV-PAP-F, 2461 Eisenhower Avenue, Alexandria, VA 22331-0302
	Is to be distributed at the A (company) or B (battalion) command level	Director, U.S. Army Publishing Agency, ATTN: JDHQSV-PAP-D, 2461 Eisenhower Avenue, Alexandria, VA 22331-0302

Table 3-2
Administrative publications-subject matter requiring additional coordination—Continued

Coordinate with	If your publication	Address
HQDA, Deputy Chief of Staff, G-3, (Office of the Deputy Chief of Staff for Operations and Plans)	Affects operations; security; civil affairs; military support of civil defense; law enforcement; mobilization; special operations forces; Army prepositioned equipment; JOPES; strategy, concepts; and doctrine formulation; Army transformation; Army policy on space; Joint affairs; national security affairs; requirements analysis and approval; strategic planning; Army's priorities; force planning, integration, structuring; development; analysis and management; TDA and TOE development and approval; automation programs and activities	Office of the Deputy Chief of Staff, G-3, DAMO-ZXA-M, Publications Control Officer, United States Army, 400 Army Pentagon, Washington, DC 20310-0400
HQDA, Deputy Chief of Staff, G-1	Requires a report	HQDA, Deputy Chief of Staff, G-1, ATTN: DAPE-ZXI-RM, Washington, DC 20310-0300
HQDA, Deputy Chief of Staff, G-8	Advises and assists the Assistant Secretary of The Army (Financial Management and Comptroller) on matters concerning program analysis and POM development, future forces, responsibility for force structure, integration, and unit set fielding, and program analysis and evaluation	Office of the Deputy Chief of Staff, G-8, 700 Army Pentagon, Washington, DC 20310-0700
Records Management Program Services	Must be published in the Federal Register because it affects the public	Records Management Program Services, ATTN: TAPC-PDR, 6000 6th Street, Stop C-55, Fort Belvoir, VA 22060-5576
HQDA, OCSA and HQDA, OASA(FM&C)	Affects resources other than those for which the organization agency is responsible	OCSA, HQDA DACS-DPZ-A, Washington, DC 20310-0200 OASA(FM&C), SAFM-AO, Washington, DC 20310-0103
HQDA, OASA(FM&C)	Changes resource management policies or sets new resource management policies	OASA(FM&C), SAFM-BUC, Washington, DC 20310-0109
HQDA, OASA(M&RA)	Affects manpower staffing levels or workload, or conditions of employment of civilian employees (personnel practices or policies affecting working conditions)	OASA(M&RA), 111 ARMY Pentagon, Washington, DC 20310-0111
U.S. Total Army Personnel Command	* Requires users to file a document in the soldier's Official Military Personnel Records * Requires users to post Personnel Qualifications Records * Requires that information be included in orders for military personnel * Directs users to retain, dispose of, or transfer any personnel records	Commander, U.S. Total Army Personnel Command, ATTN: TAPC-PDO, Alexandria, VA 22332-0400
OACSIM	Affects the environment (AR 200-1 and AR 200-2)	OACSIM, Environmental Programs Directorate, ATTN: DAIM-ED, 600 Army Pentagon, Washington, DC 20310-0600
U.S. Army Audit Agency and HQDA, OASA(FM&C)	Contains (or will contain) a management control review checklist	Commander, U.S. Army Audit Agency, ATTN: SAAG-PRS, 3101 Park Center Drive, Alexandria, VA 22302-1596 HQDA, OASA(FM&C), ATTN: SAFM-ROI, Indianapolis, IN 46249-0120
Proponent agency of the other publication	Is being prepared in response to major changes in policy recently prescribed in another publication	Addresses will vary
U.S. Army schools	Is to be used at the schools to determine initial distribution requirements for the first year of publication	Addresses will vary

Table 3-2
Administrative publications-subject matter requiring additional coordination—Continued

Coordinate with	If your publication	Address
TRADOC, AMC, or MEDCOM	Concerns training by Army or other service schools and centers	* Commander, U.S. Army Training and Doctrine Command (ATPL), Fort Monroe, VA 23651-5000 * U.S. Army Materiel Command, 5001 Eisenhower Avenue, Alexandria, VA 22333-0400 * Headquarters, U.S. Army Medical Command, Fort Sam Houston, TX 78234-6000
Proponent agency of the other publication	Conflicts with or overlaps material in a related publication	Addresses will vary
OCIO/G-6	Has information technology implications	OCIO/G-6, ATTN: SAIS-ZXA, 107 Army Pentagon, Washington, DC 20310-0107
Owner of the material or an authorized agent	Contains copyrighted material and written consent is required to use it	Addresses will vary
OAASA OCSA	Is a new regulation in the 10-series (organization and functions)	OAASA, ATTN: SAAA-ESOM-PO, 105 Army Pentagon, Washington, DC 20310-0105 Director, Army Staff, ATTN: DACS-ZD, 202 Army Pentagon, Washington, DC 20310-0202
OASA(M&RA) or OCSA	Is a proposed multi-Service publication involving * Army policy * Doctrine * Committing use of Army funds * Manpower (excluding routing information or information published in technical or supply manuals)	OASA(M&RA), 111 Army Pentagon, Washington, DC 20310-0111 Director, Army Staff, ATTN: DACS-ZD, 202 Army Pentagon, Washington, DC 20310-0202
All appropriate Services and HQDA agencies and MACOMs (including NGB and OCAR)	Is a multi-Service publication initiated by the Army	Addresses will vary
OAASA, OCSA, Secretary, Joint Staff and appropriate joint agencies	Is a multi-Service publication applicable to commanders of unified and specified commands	OAASA, ATTN: SAAA-ESOM-PO, 105 Army Pentagon, Washington, DC 20310-0105 Director, Army Staff, ATTN: DACS-ZD, 202 Army Pentagon, Washington, DC 20310-0202 Secretary, Joint Staff (SJS-AD), Pentagon, Washington, DC Appropriate joint agencies
Affected DA elements, military services, and DOD and Federal agencies	Is a DOD publication for which Army is the executive agent	Addresses will vary
Chairman, Army Reserve Forces Policy Committee	Affects the area of responsibility of the Chairman, Army Reserve Forces Policy Committee	Chairman, Army Reserve Forces Policy Committee, ATTN: SASA-RF, 112 Army Pentagon, Washington, DC 20310-0112
Chief of Legislative Liaison	Affects the area of responsibility of the Chief of Legislative Liaison	OCLL, 1600 Army Pentagon, Washington, DC 20310-1600
Director, Office of Small and Disadvantaged Business Utilization	Affects the area of responsibility of the Director, Office of Small and Disadvantaged Business Utilization	Director, Office of Small and Disadvantaged Business Utilization, 106 Army Pentagon, Washington, DC 20310-0106
Chief, Public Affairs	Affects the area of responsibility of the Chief, Public Affairs	Office of the Chief of Public Affairs, 1500 Army Pentagon, Washington, DC 20310-1500
General Counsel	Affects the area of responsibility of the General Counsel	Office of the General Counsel, ATTN: SAGC-ZA, 104 Army Pentagon, Washington, DC 20310-0104
Local Privacy Act Official	Affects the area of Privacy Act requirements	Addresses will vary

3-12. DA posters

Proponents will coordinate—

- a.* All proposed posters, poster programs, and DA publications that require Army-wide use of posters with USAPA before preparing poster artwork. See DA Pam 25-40 for guidance on DA posters.
- b.* All DA posters scheduled for Army-wide distribution by any DA agency will coordinate with the Office of the Chief of Public Affairs (OCPA), OSA.

3-13. DA memorandums

- a.* DA memorandums are permanent directives with a limited distribution. A DA memorandum applies only to HQDA and its field operating agencies. Memorandums are effective until superseded or rescinded.
- b.* Each DA memorandum will contain one of the following applicability statements:
 - (1) This memorandum applies to HQDA agencies only.
 - (2) This memorandum applies to HQDA and its field operating agencies.

Proponent and exception authority. The proponent of this regulation is the (insert the name of the principal official, for example, the Deputy Chief of Staff for Operations and Plans). The proponent has the authority to approve exceptions to this regulation that are consistent with controlling law and regulation. Proponents may delegate this approval authority in writing to a division chief within the proponent agency in the grade of colonel or the civilian equivalent.

Figure 3-1. Sample proponent and exception authority statement

Secretary of the Army
Chief of Staff, Army
Under Secretary of the Army
Vice Chief of Staff, Army
Assistant Secretary of the Army (Acquisition, Logistics and Technology)
Assistant Secretary of the Army (Civil Works)
Assistant Secretary of the Army (Financial Management and Comptroller)
Assistant Secretary of the Army (Installations and Environment)
Assistant Secretary of the Army (Manpower and Reserve Affairs)
General Counsel
Administrative Assistant to the Secretary of the Army
Chief Information Officer/G-6
The Inspector General
The Auditor General
Deputy Under Secretary of the Army
Deputy Under Secretary of the Army (Operations Research)
Chief of Legislative Liaison
Chief of Public Affairs
Director, Small and Disadvantaged Business Utilization
Director of the Army Staff
Deputy Chief of Staff, G-1
Deputy Chief of Staff, G-2
Deputy Chief of Staff, G-3
Deputy Chief of Staff, G-4
Deputy Chief of Staff, G-8
Assistant Chief of Staff for Installation Management
Chief of Engineers
The Surgeon General
Director, National Guard Bureau
Chief, Army Reserve
The Judge Advocate General
Chief of Chaplains
Sergeant Major of the Army

Figure 3–2. Principal HQDA officials

Commanding General
U.S. Army, Europe, and Seventh Army (USAREUR)

Commanders

Headquarters, Department of the Army

U.S. Army Materiel Command (AMC)
U.S. Army Forces Command (FORSCOM)
U.S. Army Training and Doctrine Command (TRADOC)
U.S. Army Special Operations Command (USASOC)
U.S. Army Corps of Engineers (COE)
U.S. Army Medical Command (USAMEDCOM)
U.S. Army Pacific (USARPAC)
Eighth U.S. Army (EUSA)
Military Traffic Management Command (MTMC)
U.S. Army Military District of Washington (MDW)
U.S. Army South (USARSO)
U.S. Army Intelligence and Security Command (INSCOM)
U.S. Army Criminal Investigation Command (USACIDC)
U.S. Army Space and Missile Defense Command

Figure 3–3. Commanders of major Army Commands

Section II

Doctrinal, Training, Training Support, and Organizational Publications

3–14. Introduction

Army-wide doctrinal and training products standardize doctrine and training practices for the The Army. They are DA numbered, authenticated, indexed, and published in the appropriate media. The guidelines and procedures provided in DA Pam 25–40 will be followed when publishing doctrinal, training, training support, and organizational publications and products.

3–15. Proponents and preparing agencies

TRADOC, AMC, TSG, TJAG, and the CMH are the proponents of doctrinal, training, technical, and equipment publications. Each manages its publications under the staff supervision of the G–3, G–4, HQDA, and according to publication policy and guidance prescribed by this regulation and DA Pam 25–40. The publisher of PBs, official departmental publications, is HQDA. PBs are prepared or sponsored by the proponent. Preparing agencies initiate, prepare, approve, and identify for removal the doctrinal, training, technical, and equipment publications sponsored by its proponent. TRADOC and AMC preparing agencies are as follows:

- a.* U.S. Army Training and Doctrine Command.
 - (1) Headquarters, TRADOC, including the U.S. Army Training Support Center (ATSC) staff elements.
 - (2) TRADOC MSCs.
 - (3) TRADOC service centers and schools.
 - (4) Army Medical Department Center and School (AMEDDC&S).
 - (5) U.S. Army Judge Advocate General School (under direction of TJAG, HQDA).
 - (6) Army Public Affairs Center.
 - (7) U.S. Army Nuclear and Chemical Agency (under direction of G–3, HQDA).
 - (8) Air Land Sea Application (ALSA) Center (in concert with the other services).
- b.* U.S. Army Materiel Command.
 - (1) USAMC Logistics Support Activity, to include Packaging, Storage, and Containerization Center.

- (2) U.S. Army Transportation Engineering Agency (under direction of the Military Traffic Management Command) for air transport procedures for nuclear weapons.
- (3) Selected AMC subordinate commands.

Section III

Technical and Equipment Publications

3-16. Equipment publications

Technical and Equipment publications must conform to the policy of this regulation as well as the procedures prescribed by DA Pam 25-40. As the AASA's representative on the Interactive Electronic Technical Manuals (IETM) Executive Council, USAPA will be included on actions from AMC, G-4 and LOGSA related to standards development, production, and implementation of Electronic Technical Manuals (ETMs) and IETMs.

a. General.

(1) Acquisition and use of ETMs and IETMs is the preferred method of providing TM information to soldiers. The decision not to acquire (or not to convert to) an IETM will, however, be based on a sound business case decision. Factors such as soldier usability, practicality, life expectancy and complexity of the weapon system or equipment, anticipated costs, and maintenance concept should be considered. Decisions not to acquire/convert to an IETM will be submitted to AMC (Commander, USAMC LOGSA, ATTN: AMXLS-AP, Redstone Arsenal, AL 35898-7466) for approval.

(2) While IETMs provide functionality beyond the capability of either paper or ETMs, they remain a technical manual and convey all the required information necessary for the operation, maintenance, and repair parts and special tools support of weapon systems and equipment.

(3) The Continuous Acquisition and Life-Cycle Support (CALS) standards will be used in the preparation and delivery of ETMs and IETMs.

(4) Government-owned or free run-time display software for IETMs will be used. A waiver from AMC (Commander, USAMC LOGSA, ATTN: AMXLS-AP, Redstone Arsenal, AL 35898-7466) will be obtained to use proprietary/licensed run-time display software or any software required to support a free/Government-owned, run-time software.

(5) In no instance will an acquisition package state a specific class of manual is being required: for example, that the contractor shall deliver a class "4 IETM"; but rather the acquisition package will tailor specific requirements and functionalities needed to support the weapon system or equipment.

(6) Proponents are encouraged to submit IETM statements of work for preliminary review to the Director, USAPA (JDHQSVPAP-D), and Commander, USAMC LOGSA (AMXLS-AP).

(7) When the system's IETM program reaches the engineering and manufacturing development (EMD) initial operational test and evaluation (IOT&E) point, all IETM developers will submit one copy of each draft IETM and one copy of the verification plan associated with each IETM to USAPA (JDHQSVPAP-D) and USAMC LOGSA (AMXLS-AP).

(8) ETMs/IETMs will comply with the Joint Technical Architecture-Army.

(9) Use of paper TMs is not prohibited, but must be limited based on operational necessity, with the exception of operator's manuals (-10, -12, -13, -14, -12&P, -13&P, -14&P), and checklists (aircraft per-flight, operating/pre-combat, phased maintenance, preventive maintenance, preventive maintenance daily inspection, preventive maintenance test flight), which will be provided to soldiers in hard copy. Likewise, firing tables, safety changes, oversize diagrams, wiring diagrams, and check lists may be provided to soldiers via hard copy.

(10) Information Assurance, Records Management, and Publications and Printing policies are to be complied with as specified by AR 25-1, Army Information Management.

b. Schedules.

(1) Proponents will develop consolidated equipment publications schedules for each fiscal year and will maintain a current schedule of all assigned equipment. The schedule will include all anticipated new or revised publications and planned changes to existing publications.

(2) Schedules will be restricted to equipment or systems that require equipment publications. End items that require simple instructions for wear, use, or adjustment and modest or insignificant repair parts do not require equipment publications. Combat gear that is worn (such as helmets, packs, and boots) and equipment that requires no electrical, mechanical, or chemical power do not require equipment publications. Each equipment publications schedule will contain the following statement: "The publications listed herein do not unnecessarily duplicate existing Department of the Army publications and are directly essential to the effective, efficient, and economical conduct of official business."

(3) Proponents will identify all projected additions to and deletions from the schedule.

(4) Proponents will furnish two copies of equipment publications schedules and changes and equipment publications accomplishments schedules to HQDA (DALO-SMP), Washington, DC 20310-0546; the CG, AMC, will distribute four copies of the equipment publications schedule to Director, USAPA, ATTN: JDHQSVPAP-D, Alexandria, VA 22331-0302, and copies to other interested activities upon request.

3-17. Priorities for preparation

- a. Prepare and revise equipment publications in the priority shown below.
 - (1) New equipment publications that cover new weapons and equipment and existing publications that are revised or changed to cover major modifications in weapons and equipment.
 - (2) Publications for equipment that must be reported to DA for unit or materiel readiness purposes.
 - (3) Publications covering equipment with a high density in the hands of soldiers.
 - (4) All other equipment publications.
- b. Apply the subpriorities in paragraphs (1) through (4), below within the priorities listed in paragraph a, above.
 - (1) Operator and unit maintenance instructions and repair parts and special tools list (RPSTLs).
 - (2) DS and GS maintenance instructions and RPSTLs.
 - (3) Battlefield damage assessment and repair instructions.
 - (4) Depot maintenance procedures (that is, depot maintenance work requirements and depot maintenance for depot test, measurement, and diagnostic equipment).

3-18. Military specifications

- a. Military specifications and standards will govern the presentation of data, instructions, and information that are needed for equipment installation, operation and maintenance, overhaul, and rebuild, and that will be used in equipment publications.
- b. In coordination with USAPA, the CG, AMC, will prepare military specifications, standards, and handbooks for the preparation of equipment publications.
- c. Proponents will ensure that publications adhere to Military Standards 40051 and 2361. General requirement specifications and standards for the preparation of equipment publications will be coordinated with TRADOC and USAPA (Director, USAPA, ATTN: JDHQSVPAP-E, Alexandria, VA 22331-0302).

3-19. Development of technical and equipment publications

- a. Proponents will prepare the required equipment publications for a new item or system or one that does not have a manufacturers' manual that meets the requirements of MIL-HDBK-1221. Proponents will prepare equipment publications primarily to provide instructions for the equipment user and maintainer. A secondary purpose of the equipment publication is to support unit and instructional training.
- b. Proponents will produce a preliminary TM (PTM) (formerly preliminary draft equipment publication (PDEP)) of operator's and maintenance TMs, ETMs, or IETMs and RPSTL TMs during the system development and demonstration phase as well as the production and deployment phase (prior to the Full Rate Production Decision Review).
 - (1) *PTM evaluation.* PTMs will conform to the governing content and format military specifications and standards. Validated PTMs will be adequate for use in NET, for engineering and manufacturing development, developmental test and evaluation, and initial operational test and evaluation (IOTE), and will be updated to reflect the results of developmental test and evaluation and IOTE.
 - (2) *Usability and accuracy of the PTM.* The Government will verify usability and accuracy of the PTM. The verification will be performed using production configuration equipment. Government TM verification will be accomplished by one or a combination of the following methods, as set forth in a verification plan agreed to in writing by TRADOC and Commander, USAMC Logistics Support Activity (for Interactive Electronic Manuals):
 - (a) Hands-on verification by user representative (preferred method).
 - (b) Combined contractor TM validation and Government TM verification.
 - (c) Verification by desktop review.
 - (3) *Draft IETMS.* Submit one copy of each draft IETM to Commander, USAMC Logistics Support Activity (AMXLS-AP) Redstone Arsenal, AL, and Director, USAPA (JDHQSVPAP-D), 2461 Eisenhower Avenue, Alexandria, VA 22331.
 - (4) *Corrections to the PTM.* Preventive maintenance checks and services table will always be verified hands-on (100 percent) by user result of verification. Arrangements will be made for later verification of any task that is not successfully verified during the TM verification. Corrections to the PTM will be made as a result of verification. Any questions that cannot be resolved previously will be resolved at the maintenance literature conference that is convened only when required.
- c. Final reproducible copy (FRC) (formerly final draft equipment publication (FDEP)) will be prepared during the production, fielding/deployment, and operational support phase of the equipment life cycle (after the Full Rate Production Decision Review). FRC will be the final manuscript, reproducible copy, or electronic media delivery, with all necessary changes and corrections incorporated and including final resolution of all comments and recommendations made as a result of validation, verification, testing, and user review. If errors are found in the FRC, it will be considered a PTM until the errors are corrected. After review and approval, the FRC is submitted for distribution by means of an electronic media (Web, CD-ROM, etc.), or for replication and distribution.

3-20. Publications on nondevelopmental items

a. An off-the-shelf, commercially available item or system (non-developmental item (NDI)) purchased by the Army may have manufacturers' publications that will serve Army requirements. Also, an off-the-shelf item altered to be a military adaptation of commercial item (MACI) may have manufacturers' manuals that the Army can supplement and use. Proponents should make maximum use of manufacturers' manuals when they meet requirements of MIL-HDBK-1221. (See AR 70-1 for additional information on NDIs and MACIs.) Proponents will not use MIL-HDBK-1221 to contract for the preparation of equipment publications. The use of MIL-HDBK-1221 is restricted to—

- (1) Determining the acceptability of an off-the-shelf item.
- (2) Determining the cost effectiveness of modifying a publication through the acquisition of supplemental data.

b. Proponents will follow the process below in acquiring manufacturers' publications on NDI and MACI:

(1) Determine whether manufacturers' manuals are available to support the NDI or MACI. If not, develop or acquire publications prepared to military specifications and standards.

(2) Determine whether available manufacturers' manuals meet requirements of MIL-HDBK-1221. With the user representative, determine whether the manuals are usable by the intended audience. Results of the Manuals Evaluation Checklist will determine whether the manual is acceptable as is, or whether the proponent must develop or acquire change and/or supplemental data in accordance with MIL-HDBK-1221.

(3) Prepare or acquire publications to military specifications and standards when any of the following conditions apply:

(*a*) The major item is an assemblage of commercially available assemblies (such as final drive, transmission, diesel engine, generator, voltage regulator, laser range finder, infrared camera, data bus, or gyrocompass) that have never before been used together in the configuration required by the Army. This item may be termed "non-developmental" but requires hardware and software development, integration, and testing.

(*b*) The manufacturer's manual cannot be changed or supplemented.

(*c*) A change to the manufacturer's manual plus supplemental data would not be practical or economically feasible. If the change plus supplemental data exceeds 50 percent of the original manual, it is better to prepare a manual to applicable military specifications and standards.

(*d*) The manufacturer's manual is not usable by the intended audience.

(4) Determine whether to authenticate manufacturers' manuals using the criteria in paragraphs 3-21 and 3-22.

(5) Ensure the preventive maintenance checks and services of the manufacturer's manual or supplementary material is always verified hands-on 100 percent by the user representative.

3-21. Unauthenticated manufacturers' manuals

a. Proponents will acquire and provide to equipment users unauthenticated manufacturers' manuals only when all the following conditions are met:

(1) The publication meets the requirements of MIL-HDBK-1221, and no supplementary material (warning summary, lubrication instructions, RPSTL, maintenance allocation chart (MAC), and so forth) is needed to support the equipment.

(2) The publication is required for initial issue only, and stockage in the Army publications system is not planned.

(3) The publication supports equipment that will not be issued to TOE and MTOE units and will not be supported by repair parts in the Army supply system.

b. Unauthenticated manufacturers' manuals will not be assigned DA publications numbers. They will not be directly changed or modified by an official DA publication. The proponent will be responsible for providing replacement copies of unauthenticated manufacturer's manuals. The resupply source will be shown on the front cover of the publication.

3-22. Authenticated manufacturers' manuals

The proponent will—

a. Acquire and provide manufacturers' manuals to USAPA for authentication when—

(1) The publication meets, or can be changed or supplemented to meet, the requirements of MIL-HDBK-1221.

(2) Stockage in the Army publication system is required; that is, there is a requirement for more than initial issue.

(3) The publication must accompany equipment issued to TOE and MTOE units.

(4) Equipment is to be supported by repair parts in the Army supply system.

b. Acquire or develop changes or supplementary material as specified in MIL-HDBK-1221 and integrate this material into the manufacturer's manual before it is submitted for authentication.

c. Obtain a copyright release if the publication contains copyrighted material.

d. Obtain either (1) or (2), below.

(1) Two copies of the manufacturer's manuals, with supplemental data incorporated, and a copyright permission allowing unlimited reproduction and use rights from the manufacturer. The proponent will integrate the authentication page into the manufacturer's manual.

(2) Electronic final copy or camera-ready copy of the manufacturer's publication complete with copyright permission allowing unlimited reproduction and use rights from the manufacturer. The proponent will integrate supplemental data, including the authentication page. Electronic final copy is preferred.

e. Use a DA Form 260 to transmit manufacturer's manuals to USAPA for authentication, replication, distribution, and stockage. This form will state whether—

(1) The publication is for multi-Service equipment or systems for which the Army has been designated the life-cycle manager.

(2) The publication is to be adopted by the Departments of the Navy or Air Force, or other Federal agencies.

f. Acquire Publications for NDI equipment using a phased (option) process. Requests for proposals and invitations for bids will contain options for acquisition of manufacturers' manuals, supplementing or changing manufacturer's manuals, and preparing DA manuals according to military specifications and standards. Manufacturers' manuals will be evaluated in accordance with MIL-HDBK-1221 to determine which option in the requests for proposals and invitations for bids will be exercised.

3-23. Processing emergency updates to technical and equipment publications.

When a proponent must issue information to meet an emergency or other urgent situation (paragraph 3-23a) and a permanent, authenticated change or revision would not reach all users soon enough, issue an immediate action interim change.

a. Uses. Publish an interim change only to—

(1) Issue policy or procedures that must meet a mandatory effective date. The date must be imposed by law, executive order, order of another executive agency, court order, or DOD directive.

(2) Rescind or change a harmful or potentially harmful policy or procedure. Such a policy or procedure is one that—

(a) Could cause loss of life, personal injury, or destruction of property.

(b) Could result in a judicial ruling against the Army.

b. Restrictions. Do not issue an interim change to—

(1) Extend the expiration date of a previous interim change.

(2) Substitute for a permanent change.

c. Control.

(1) An interim change will be effective for no more than one year from the date of issue. All outstanding interim changes will be incorporated in the next permanent change or revision or within one year, whichever comes first.

(2) The proponent will submit the interim change through the Publications Control Officer to Director, USAPA, ATTN: JDHQSVPAP, Alexandria, VA 22331-0302.

(3) The Proponent will set up a suspense system to ensure that a permanent change or revision is prepared to replace existing interim changes. For the contents of an interim change to remain in effect, the permanent change or revision must be prepared, replicated, and distributed before the interim change expires.

d. Preparing interim changes. Prepare an interim change in the same general format as a permanent change to the publication; that is, using change transmittal page and page inserts. Always prepare an interim change as final reproducible copy (FRC); digital FRC is strongly encouraged. In addition to the change transmittal page requirements associated with permanent changes, include the following in change transmittal pages for interim changes.

(1) *Justification paragraph.* This paragraph states why these changes need to be issued in an interim change.

(2) *Expiration statement.* This statement reminds users that the interim change is only temporarily in effect.

e. Numbering and distribution medium. Number interim changes consecutively using an alphanumeric methodology; for example, I01, I02, I03, etc. Interim changes will be prefaced with the letter "I" to distinguish between interim changes and permanent changes. Interim changes will be distributed in paper medium regardless of the medium of the basic publication; that is, ETM or IETM. After authentication, Director, USAPA will provide a copy of all interim changes to USAMC LOGSA (AMXLS-AP) for placement on the DA official WWW site for technical and equipment departmental publications (less engineering and medical technical and equipment publications).

f. Distribution. The distribution of an interim change must be the same as for the publication being changed.

3-24. Local reproduction authority

a. Publications control officers (PCOs) will submit local reproduction authority (LRA) requests only to support initial fielding or modifications. Receipt of the LRA DA Form 260 will also initiate the normal printing cycle for stock and distribution copies.

b. LRA requests will be forwarded through channels to Director, USAPA, JDHQSVPAP-D, Alexandria, VA 22331-0302. AMC proponents will include a PDF file or copy of each IETM in the request to LOGSA concurrently with forwarding the LRA request to USAPA. (See DA Pam 25-40, paragraph 6-9 for LRA procedures.)

c. PCOs will establish measures to ensure version control between the LRA and copies printed for normal distribution and stock.

Section IV

Multi-Service Departmental Publications

3-25. Description of multi-Service publications

Multi-Service publications are official Federal publications that apply to more than one military department or Government agency. They may contain policies, doctrine, procedures, and information that are needed to perform a mission or function common to two or more military departments, DOD agencies, or other Government agencies and that are mutually agreed to by these organizations. Multi-Service use publications also implement policies and procedures that higher headquarters or other Government agencies issue, and that apply to the military departments and DOD agencies. DA may be designated executive agent to develop, coordinate, and publish a multi-Service publication.

3-26. Required multi-Service approvals and coordination

Each of the Services and the Defense Logistics Agency (DLA) will honor and accept as final any coordination that has been accomplished within 90 days prior to the time a publication is submitted for publishing. Proponents must—

a. Coordinate multi-Service publications with appropriate DA elements, other military departments, DOD, and other Government agencies concerned.

b. Obtain either The Secretary of the Army or the Chief of Staff, Army approval of a proposed multi-Service publication that involves policy or commits the use of Army funds and personnel.

c. Coordinate a proposed multi-Service publication containing directives that apply to commanders of unified and specified commands with the proper joint staff agencies.

Section V

Defense Logistics Agency Publications

3-27. Description and categories of DLA publications

DLA publications direct and inform the elements of DOD that receive support from or provide support to DLA. For Army purposes, DLA publications are divided into the four categories described below.

a. Category A includes DLA regulations that assign responsibilities and prescribe operating policies or procedures that regulate or place requirements on DA.

b. Category B includes DLA manuals and handbooks. These publications further implement DLA operating policies and procedures that were previously coordinated with the military departments.

c. Category C consists of publications that support routine operations (such as catalogs and informational publications). These publications are non-regulatory in content but are designed to foster easier referencing and simple and consistent operations. Cataloging handbooks and manuals, such as the Federal Supply Catalogs and the Federal Supply Code for Manufacturers, are included in this category.

d. Category D consists of emergency publications that are urgently needed for the protection of life, property, or material.

3-28. Role of the Department of the Army

DA has authority to coordinate and issue certain DLA publications. It also has certain precedence and methods to follow. Follow the guidance in DA Pam 25-40 and coordination requirements otherwise stated in this regulation when issuing DLA publications.

3-29. Management of Defense Logistics Agency publications

a. The Director, Defense Logistics Agency (DLA)—

(1) Issues, subject to the overall policies in DOD issuances, publications that—

(a) Administer and control DLA and its operating elements.

(b) Administer programs and functions assigned to DLA.

(c) Provide direction and information to DOD elements and other Government agencies that receive support from or provide support to DLA.

(2) Coordinates DLA publications with the proper Army element when the publications contain policy or procedures on actions for which the Army is responsible. Examples of such coordination are described below.

(a) Office of the ASA(FM&C) on actions that apply to financial management (budgeting, funding, accounting, and reporting).

(b) AMC on actions that apply to the Defense Standardization Program and procurement of equipment.

(c) Office of the Deputy Chief of Staff for Logistics (HQDA (DALO-ZXA)) or a G-4-designated Army element

that serves as the Army staff element responsible for the initial and final Army coordination of DLA regulations in category A.

b. Heads of designated DLA headquarters offices or field activities responsible for the subject matter of revised documents will prepare the necessary new or revised publications within the four major categories discussed in paragraph 3–27.

3–30. Publication in DOD and DA media

a. Decisions made in the OSD on the following subjects relating to DLA will be published as DODDs:

- (1) Policies.
- (2) Plans.
- (3) Programs.
- (4) Organization assignments.
- (5) Delegations of authority.

b. DLA publications that apply to or are required by DA activities will be issued in the proper DA publications media.

Section VI

U.S. Military Communications-Electronics Board Publications

3–31. Authority

The U.S. Military Communications Electronics Board (USMCEB) is the Joint Chiefs of Staff (JCS) activity responsible for all C–E matters that pertain to DOD, Government activities, and their contractors. USMCEB publications take precedence over any other publications on C–E matters. The U.S. Army Information Operations Spectrum Office is the Army proponent for USMCEB publications.

3–32. Types of U. S. Military Communications Electronics Board Publications

a. USMCEB publications contain policy and procedures on the operation and use of the automatic digital network (AUTODIN), DSN, Automatic Secure Voice Communications, frequency and spectrum management, and all other areas of communications. The types of USMCEB publications and information on supplementation are given below. Descriptions of these publications are in the glossary.

b. The DMS program will transition all existing DOD messaging systems to systems that adhere to the X.400 and X.500 standards, as well as additional functions defined to support military-specific messaging requirements. Therefore, above references to use of AUTODIN are subject to change, dependent upon implementation guidance for DMS.

c. Supplementation of USMCEB publications is as follows:

(1) *Allied communications publications (ACPs)*. Supplementation of ACPs is prohibited without prior written approval of the USMCEB. The three types of supplements to ACPs are as follows:

- (a) General supplements to ACPs.
- (b) National or organizational supplements to ACPs.
- (c) United States supplements to ACPs.

(2) *Joint Army-Navy-Air Force Publications (JANAPs)*. Supplementation of JANAPs is prohibited.

(3) *Message Address Directory*. Supplementation of the Message Address Directory or any of its parts is prohibited.

Section VII

Defense Information Systems Agency Publications

3–33. Description and categories of Defense Information Systems Agency publications

The Director, Defense Information Systems Agency (DISA) issues guidance and instructions for operating and maintaining the defense communications system (DCS) and related defense communications activities. This guidance is issued in two types of publications that apply to all military departments and other DOD elements. The two types of publications are as follows:

a. *DISA circulars*. DISA circulars are either directive or informative; contain detailed instructional material covering such matters as practices, procedures, and techniques; and are continuing in nature. DISA publications may be accessed via the Internet at <http://www.disa.mil/pubs/>.

b. *DISA notices*. DISA notices are either directive or informative and are one-time or short-term publications.

3–34. Authority of Defense Information Systems Agency publications

DISA circulars and notices will apply to all Army communications facilities designated as elements of the DCS. The provisions of these publications will take precedence over conflicting provisions in DA publications. Provisions in DA publications that exceed the instructions in DISA publications will be considered as supplementary instructions.

Section VIII

Agency and Command Publications

3–35. Description of agency and command publications

a. Agency and command publications, issued by principal HQDA officials and commanders of field commands, disseminate policies, responsibilities, and procedures to headquarters and subordinate elements. They are used only within the issuing agency or command. Multiple-addressee correspondence, memorandums of instruction, policy memorandums, electronic messages, and standing operating procedures (SOPs) will not be used as substitutes for issuing, changing, or revising Army-wide policy and procedures. Use of electronic means to generate and distribute agency and command publications is authorized. These publications are described below.

(1) *Agency publications.* Principal HQDA officials having command responsibility may issue agency publications to subordinate elements under their sole jurisdiction.

(2) *Command publications.* MACOM and Field commanders may issue command publications to subordinate elements under their command jurisdiction.

b. The types of agency and command publications are listed below.

(1) *Regulations.* Agency and command regulations contain policies, responsibilities, and administrative procedures relating to subjects not contained in ARs that are unique to the applicable command. They are directive, apply throughout the agency or command, and remain in effect until superseded or rescinded. Each regulation will be confined to a single subject.

(2) *Circulars.* Circulars contain material that is directive or informational, is transitory, or needs to be published only once. They apply throughout the agency or command. Each circular will have an expiration date that is not later than 2 years from the date of issue. A shorter expiration date will be used when the circular does not have to remain in effect for 2 years. Each circular will be limited to a single subject.

(3) *Pamphlets.* Pamphlets are informational in nature and contain guidance or reference material of a continual nature. Pamphlets will not be used to establish policy.

(4) *Memorandums.* Memorandums—

(a) Contain policies, responsibilities, and administrative procedures that are of a continuing nature and that apply only to the issuing element. Each memorandum will be confined to a single subject.

(b) Announce the assignment of personnel where no change of station is involved. This type of memorandum will be called an assignment memorandum and may be used when there are a large number of such assignments.

(5) *Orders.* Orders are directive or informational publications that contain personnel actions on military personnel. Announcements of promotions, dates of rank, basic service data determinations, and additional skill identifiers are combined into weekly extracts of orders.

(6) *Supplements.* Supplements contain policies, responsibilities, and administrative procedures required to implement ARs or higher command regulations. Subordinate echelons will use supplements, when and as permitted, to implement higher command or agency regulations that cover subjects not contained in an AR.

(7) *Bulletins.* For information on bulletins, see paragraph 3–38.

(8) *Posters.* Posters consist of pictorial presentations, placards, or notices that emphasize or attract attention to a specific subject. They may be published when essential to support a prescribed DA or command program.

3–36. Use of agency and command media

a. MACOMs, USARC major subordinate commands, MSCs, and commands below the MSC level may use all the media previously described. Units related to a division or separate brigade are not authorized use of this media. Small commands, installations, and activities that publish a bulletin on a recurring basis ordinarily will not use circulars and memorandums.

b. HQDA agencies will use only supplements, regulations, circulars, bulletins, and memorandums.

c. Posters will be prepared at the highest command level to reduce the need for similar posters at lower levels.

3–37. Supplements

a. *Issuing supplements.*

(1) Supplements are issued when permitted, to provide additional instructions needed to implement an AR or agency or command regulation. Supplements will not be issued for minor reasons, such as to correct obvious publishing errors or to emphasize the need for complying with certain provisions of a regulation.

(2) Publications other than regulations will not be supplemented.

(3) A regulation may only be supplemented as stated on the title page of the regulation.

b. *Authority to issue supplements.* Regulations contain a statement indicating that supplements are prohibited without prior approval from the proponent. If an agency or command feels that a supplement is needed, the proposed supplement must be sent through command channels to the proponent for approval. If approved, the agency or

command may then issue the supplement. The proponent agency and its mailing address are shown in the supplementation statement on the title page of each regulation. Information on the distribution of supplements is provided in paragraph 5–9 and DA Pam 25–40.

3–38. Bulletins

A bulletin includes official and unofficial items of an advisory, informative, or directive nature. Normally, items published in a bulletin are temporary or will be published in a more permanent medium at a later date. A statement will be put in agency or command regulations or orders that official notices in the bulletin are orders of the command. This statement is needed to ensure the legality of the bulletin's official sections.

3–39. Preparing functional or service bulletins

Agency heads and commanders are authorized to publish bulletins pertaining to a specific functional area in addition to command bulletins if other official publication media or authorized Army newspapers (AR 360–1) are not considered appropriate. When considering whether the establishment of a functional or service bulletin is warranted, agency heads and commanders will also consider the type of material and the need to publish it on a recurring basis. The content of these bulletins must be official and relate to functional or service areas for which the agency head or commander is responsible. Each bulletin will be limited to one specific functional area.

Section IX

Periodicals and Nonrecurring Publications

3–40. Description

a. Periodicals. A periodical is a publication that is a nondirective classified or unclassified Army magazine, newsletter-type publication, journal, or gazette. It is published annually or more often. Its purpose is to disseminate information and material necessary to the mission of the issuing activity. It has a continuing policy as to format, content, and purpose. Periodicals are usually published to inform, motivate, increase knowledge, or improve performance. They may contain official or unofficial information or both. Annual reports are classified as periodicals unless they are excluded publications.

b. Nonrecurring publications. A nonrecurring publication is a nondirective classified or unclassified publication published on a one-edition basis. It is usually issued to inform, motivate, increase knowledge, or improve performance. The term includes leaflets, bulletins, folders, books, booklets, reports, published speeches, and similar nonrecurring publications. Nonrecurring publications may contain official or unofficial information or both. This definition does not include authenticated, numbered administrative pamphlets published under this regulation as part of an agency's or command's official publications system.

c. Excluded publications. Publications excluded from the periodicals and nonrecurring publications categories are—

(1) Directives, regulations, legal opinions and decisions, internal agency newsletters, Family Readiness Group newsletters, proceedings, programs for ceremonies, press releases, single-sheet flyers no larger than 14 inches by 22 inches (356mm by 559mm) without color photographs, environmental impact statements and assessments, documents, and purely administrative materials.

(2) Official instructional or informational documents of a permanent nature published to supplement DA, agency, or command directive publications.

(3) Authorized Army newspapers and civilian enterprise publications under authority of AR 360–1.

(4) Memorandums and other correspondence governed by AR 25–50.

(5) Research and development reports that are a direct result of research contracts and are distributed to Federal Government employees and the contractor involved in the work. Also excluded are technical books, monographs, and journal articles published by commercial publishers and professional associations.

(6) Primarily (90 percent or more) statistical materials. This exclusion does not apply to publications containing statistics from published sources other than the Army or analytical and interpretive text.

(7) Annual updates of instructional information publications made available to the public to inform them of laws and regulations and to assist them in complying with reporting regulations.

3–41. Approval authority and reviews

All existing and proposed periodicals and nonrecurring publications will be reviewed annually by the functional proponent to determine whether continued publication is still necessary. Request for approval of proposed new and consolidated periodicals and nonrecurring publications may be requested at any time. Mission essentiality and cost effectiveness are the primary criteria for approval. The organization publishing periodicals and nonrecurring publications bears the burden of proving mission essentiality and cost effectiveness.

3–42. New periodicals and nonrecurring publications

New periodicals and nonrecurring publications are subject to review by the USAPA. The USAPA in coordination with

the appropriate functional representatives, will review and make recommendations on requests for new periodicals, existing periodicals that are proposed for consolidation, and nonrecurring publications (new and proposed reprints) originating at HQDA level. Requests will be sent to the Director, USAPA, ATTN: JDHQSV-PAP-A, Alexandria, VA 22331-0302.

Chapter 4

Department of the Army Forms Management Program

4-1. Approval of new and revised forms

a. Army-wide forms must use DOD approved standard data elements. Proponents will review existing paper-based forms and redesign the forms to allow for an electronic fillable format and/or distribution via the Internet where feasible. Army-wide, agency, command, and local forms will be submitted for approval in accordance with paragraphs (1) through (3), below.

(1) *DA forms.* DA forms are developed for use by more than one DA agency or command. To request the design or approval of a new or revised DA form, prepare an original of DD Form 67 stating how the proposed form will be used. Along with the original DD Form 67, send a draft of the proposed form or a list of the data elements required on the form. Include a copy of the prescribing publication and a completed DA Form 260, through the designated functional manager to Director, USAPA, JDHQSV-PAP-D, Alexandria, VA 22331-0302.

(2) *Other Army-wide forms.* When requesting approval of other Army-wide forms (such as Department of Defense (DD) forms, standard forms (SFs) and optional forms (OFs)), submit one copy of the form, a completed DD Form 67, and one copy of the prescribing publication to Director, USAPA, ATTN: JDHQSV-PAP-D, Alexandria, VA 22331-0302.

(3) *Agency, command, and local forms.* When requesting approval of an agency, command, or local form, submit one copy of the proposed form, an original of completed DD Form 67, and one copy of the prescribing publication, if necessary, to the designated functional manager having jurisdiction over the form.

(4) *DOD forms.* DOD forms information may be obtained from the Washington Headquarters Services, Directorate for Information Operations and Reports (Web site at <http://web.whs.osd.mil/ICDHOME/forms.htm>).

b. Requirements for all forms. Army-wide forms or agency or command forms will not be approved for printing, reproduction, or electronic distribution unless their use is prescribed by a DA, agency, or command publication. This requirement includes forms issued by other Government agencies, SFs, OFs, and DD forms. Any and all official DA publications may prescribe departmental forms (see para 2-2). If a prescribing publication is rescinded or expires, the forms prescribed by the publication are automatically rescinded unless the policy and forms are converted to a permanent publication prior to the rescission or expiration date. The prescribing publication must—

(1) Give the form number, title, and provide information as to how a copy of the form may be obtained. If the prescribing publication is an AR, ensure that form instructions within the text are short and concise. Lengthy or complex form instructions will be included in an accompanying pamphlet.

(2) Be coordinated with the designated functional manager before it is issued.

c. Guidelines. Specific guidelines and procedures related to the Army forms management program are provided in DA Pam 25-31.

4-2. Developing new forms

a. A form that duplicates the function of a higher echelon form will not be created.

b. A new form will be prescribed at the highest proper echelon.

c. The use of a form will be prescribed by sending an original of a completed DD Form 67 (Form Processing Action Request) to the next higher organizational level for approval. (Include a copy of the form (printed and digital) and a duplicated copy of the prescribing publication that applies, to include the title page.

d. Certificates are managed under the Forms Management Program.

e. New and existing forms should be authorized for total electronic generation, completion, and submission. Proponents must ensure that the intended users of the form have the capability to comply with requirements for completing and submitting the form electronically, or they must be able to provide the form in hardcopy upon request.

4-3. Reporting forms

a. Public reporting forms.

(1) These forms are prescribed for collecting information on identical items from ten or more persons outside the Federal Government. Under the Paperwork Reduction Act of 1980, these forms require clearance from and assignment of an approved number by OMB. OMB approval is shown by the legend "Form Approved, Office, Management and Budget," printed with the OMB number in the upper right corner of the form inside the border. (See AR 335-15, chap 4, for more information.)

(2) When initiating or sponsoring public reporting forms that are subject to the Paperwork Reduction Act of 1980, submit requests for new or revised forms through channels to HQDA (DAPE-ZXI-RM), Washington, DC 20310-0107.

b. Internal reporting forms. Forms used for collecting data within the Federal Government require clearance and assignment of an approved RCS (requirements control symbol) number by the information management control officer (IMCO) having jurisdiction over the form. (Show the RCS approval in the upper right corner, inside the border, by inserting the words "Requirement Control Symbol," followed by the symbol.) (See AR 335-15 for more information regarding RCS requirements.)

4-4. Forms requiring General Accounting Office approval

Section 3511, title 31, USC lists the kinds of forms that require General Accounting Office (GAO) approval before publication and use. Indicate GAO approval by inserting the words "Form Approved by the Comptroller General, U.S." followed by the date. Insert this item in the lower right margin, outside the border. Also, the Office of the Assistant Secretary of Defense (Comptroller) (OASD(C)) must approve these forms before publication and use.

a. When initiating or sponsoring these forms, send requests for their approval through channels to Director, USAPA, ATTN: JDHQSV-PAP-F, Alexandria, VA 22331-0302, for forwarding to OASD(C).

b. In request packages, include five copies of the following:

- (1) Completed DD Form 67.
- (2) Proposed new or revised form.
- (3) Existing prescribing publication.

4-5. Forms subject to the Privacy Act

If a form is to be used to collect personal data (that is, social security number, etc.,) from an individual, follow the requirements of the Privacy Act of 1974.

a. New or revised forms.

(1) Develop a Privacy Act statement for a form used to collect personal data (AR 340-21 and DA Pam 25-51). To ensure that the statement meets the requirements of the law, consult legal counsel.

(2) The functional manager or proponent will ensure that the Privacy Act official completes block 14a of DD Form 67.

(3) Send the items listed below to the appropriate Privacy Act official for approval if forms are subject to the Privacy Act.

(a) DD Form 67.

(b) A draft copy of the proposed form (which will include the Privacy Act Statement).

(c) A draft copy of the prescribing publication.

(4) Integrate the Privacy Act statement and the form using one of the methods below. (The designated functional manager does this integration.)

(a) Include the Privacy Act statement in the body of the form, preferably below the title and positioned so that it can be easily seen before the person begins to fill out the form.

(b) Print the statement on the back of the form. In this instance, place a note on the front of the form, below the title, stating where the Privacy Act information is located.

b. New or revised records systems. Follow AR 340-21, chapter 5, when—

- (1) Developing a new or revised form that is a part of a new records system.
- (2) Changing an existing records system.

4-6. Forms control

a. Forms records. Agencies and commands will—

(1) Maintain records of all forms control actions using DA Form 4815 (Forms Control Register) or an automated system, if available.

(2) Manage forms in accordance with paragraph 1-22d.

b. Forms review. Agencies and commands will ensure that a review of all forms for which their agency or command is responsible is conducted every year or when a reprint action is initiated. This review is necessary to ensure that all forms are essential and current.

c. Deviations. Army-wide forms will not be altered or modified in any way without prior approval. When requesting deviation from the format, content, or construction of an established form, a request for deviation must be submitted to the proponent of the form. Specific procedures and guidelines are provided in DA Pam 25-31.

d. Reproduction of forms.

(1) Do not locally print, purchase, or produce restricted or classified forms unless authorized by Director, USAPA, ATTN: JDHQSV-PAP-F, Alexandria, VA 22331-0302.

(2) Unrestricted or unclassified forms are authorized for local reproduction. However, specialized constructions,

chemically treated papers, and embossed certificates must be produced in the most economical manner for the using activity. Consult with the designated functional manager for assistance.

e. Forms or labels designed to be self-mailing. The designated functional manager will not approve forms or labels designed to be self-mailing unless authorized by the official mail control officer. The signature of the official mail control officer must appear on the DD Form 67 (block 14b).

4-7. Funding

Paper and electronic formats. Proponents are responsible for funding the cost of printing and resupply their departmental forms to support requirements for The Army (excluding National Guard and Army Reserves who provide funding for their requirements).

Chapter 5 Distribution

Section I Distribution System

5-1. Distribution management

USAPA provides management and centralized control of the Army-wide distribution of DA publications and blank forms in all media to include electronic. It also serves as the approval authority for overseas commanders establishing and operating Army publications and blank forms distribution centers as needed. Unless otherwise specified below, specific guidance for obtaining distribution support is provided in DA Pam 25-40 and DA Pam 25-33.

5-2. Overseas publications centers

a. Overseas MACOM commanders establish these centers. The centers stock and issue blank forms and command publications to the units within the geographical area of their MACOM. In addition, centers will provide bulk service for consolidated publications shipments to publication account holders in their area of responsibility. They will keep accurate inventory stock records to ensure that the blank forms and command publications they stock are continuously available within the tenants of supply discipline and the need to prevent the fraud, waste, or abuse of resources. These centers will conduct an annual inventory and account for all classified publications and accountable and sensitive blank forms.

b. Centers that maintain manual inventory stock records will use DA Form 479 (Publication and Blank Form Stock Record Card (Vertical File)) and DA Form 479-1 (Publication and Blank Form Stock Record Card (Visible File)). Centers that have automated capability will capture the data elements of DA Forms 479 and 479-1 and maintain this information on an automated system.

c. Overseas MACOMs who elect not to establish overseas publication centers will ensure that blank forms accounts are established in accordance with the criteria outlined in DA Pam 25-33, paragraph 2-1. Strict controls will be placed on those accounts authorized to order accountable and sensitive forms. These accounts should be limited to one per MACOM.

5-3. Publications stockrooms in the 50 States

a. Only one publications stockroom may be established at each major Army installation in the 50 States and at each State National Guard headquarters when necessary to stock and issue command publications and blank forms. In addition, installation publication stockrooms will provide break-bulk service for consolidated publications shipments to publication account holders on their installation. The installation designated functional manager will oversee the stockroom operations.

b. Under AR 5-9, installation publication stockrooms will service USAR and junior and senior ROTC units that are in the installation's area of responsibility. Further, stockrooms will provide services to smaller installations and activities located in their geographical area.

c. One publications stockroom may be established at each service, USAR, or National Guard school to stock and issue instructional publications and forms. School administrative needs will be provided by installation stockrooms.

d. Publication inventory stock record procedures are identified in DA Pam 25-40.

5-4. Official publications Web sites

The Internet is recognized as a viable means for distribution of Army departmental publications and blanks forms. To prevent potential litigation risks to the Army, ensure proper version control, and to eliminate redundant publishing, the Web sites listed in table 5-1 are recognized as the only official Web sites for access to repositories of departmental publications and blank forms.

a. The official Web sites listed in table 5-1 are intended to provide users with electronic access to the most current

versions of official authenticated departmental publications and forms. It is the responsibility of each respective functional proponent to ensure that each publication and form posted to the Web site is a complete and accurate version; has been authenticated; and in coordination with USAPA, updated in the Publications Automated Information Locator System (PAILS) database.

b. Draft or incomplete departmental publications will not be displayed on the official Army publications Web sites as official departmental products. The content of a departmental publication or form will not be altered in any way from that which was included in the document at the time it was authenticated until such time that is modified by an authorized revision to the publication.

c. Unless otherwise stated by this regulation or granted an exception by the Office of the Administrative Assistant to the Secretary of the Army, activities who wish to provide links on their Web sites to "official copies" of departmental publications and forms must establish electronic links to the appropriate URL for the Web sites listed below.

d. Only OCONUS commands such as Eighth U.S. Army, Korea; U.S. Army, Europe, and Seventh Army, U.S. Army South, Puerto Rico; and U.S. Army Pacific, and remote activities who may experience significant difficulty in accessing Army publications and forms via the Internet due to bandwidth limitations may make departmental publications and forms accessible on their local server or via the local Intranet either by downloading the current version from the official Web site, or by uploading the latest version published on the AEL CD-ROM. Commanders will—

(1) Coordinate with and obtain approval of the proponent of each official Web site (for example, USAPA; AMC; TRADOC; COE; and Surgeon General/Medical Command) before placing departmental publications and forms on the local server or Internet. The initiating activity will be responsible for any cost associated with establishment and maintenance of a duplicate Web site.

(2) Ensure that the most recent versions of departmental publications and forms are made available on their local server and/or Intranet Web site.

(a) Post a notice on the initial access screen that denotes that the version being reviewed at this site may differ from the "official copy" maintained on the official Army Web sites.

(b) Caution viewers to verify the version they are reviewing is the most recent version prior to using the document as an official reference document.

Table 5-1
Official departmental publications Web sites

Category	Activity
All departmental publications, including distribution-restricted items	Army Knowledge Online (AKO) http://www.army.mil/ako/
All unrestricted departmental publications	Army Home Page (AHP) http://www.army.mil/
Administrative departmental publications and forms (e.g., ARs, Cirs, Pams, OFs, SFs, DD and DA Forms)	U.S. Army Publishing Agency http://www.usapa.army.mil/
Technical and equipment publications (e.g., TMs, TBs, and SCs)	U.S. Army Materiel Command (AMC) Logistics Support Activity http://www.logsa.army.mil/
Training and doctrinal publications (e.g., FMs, PBs, TCs, and STPs)	U.S. Army Training and Doctrine Command http://www.atssc.army.mil/
Training and doctrinal, technical and equipment publications with engineering and design criteria (e.g., TMs and FMs)	U.S. Army Corps of Engineers http://www.usace.army.mil/
Training and doctrinal, technical and equipment publications with medical content (e.g., SB 8-75 series, TMs & FMs)	The Surgeon General/Medical Command http://www.armymedicine.army.mil/armymed/default2.htm/ http://www.adtdl.army.mil/atdls.htm/
DOD forms	http://web1.whs.osd.mil/ICDHOME/FORMS.HTM/

5-5. Identifying publications through indexes

USAPA will maintain and issue indexes of DA, multi-Service, and joint publications. DA Pam 25-30 will be used to identify publications that can be requisitioned in multi-media formats. The initial distribution number (IDN), formerly DA 12-Series form and block number, information in DA Pam 25-30, ADTLP proponent specialized distribution lists, and the instructions in DA Pam 25-33 will be used to establish initial distribution requirements.

5-6. Annual review of distribution lists

Once a year, agency heads and commanders will initiate a review and update of the distribution lists for their official

publications, eliminating addressees no longer needed. When possible, titles and office symbols will be used rather than the names of persons.

Section II

Distribution of Agency and Command Publications

5-7. Restrictions

Command and agency publications will be distributed by the proponent agency or command. Use electronic distribution media to the extent possible. Distribution of paper copies should be limited to only those entities that do not have the capability to access electronic media. These publications, including forms, published by agency heads, field commanders, and commandants of service schools, will not be distributed outside their command jurisdiction, except for—

- a.* Informational copies of orders involving temporary duty or PCS.
- b.* Correspondence course materials.
- c.* Publications financed by nonappropriated funds and supported by individual sales.
- d.* Instructional material that is based on official doctrine and that supports ARNGUS and USAR schools, Reserve Component staff training, and ROTC programs.
- e.* Programs of instruction.
- f.* Lesson plans and instructional materials that are based on official doctrine and Detailed Schedule of Classes-Army schools and those that support instructions of Army Service schools.
- g.* Instructional materials (para f above) produced in bulk at Army Service schools. One copy may be sent when requested by other Service schools, USARC, USARC MSCs, Active Army units, MACOMs, military assistance advisory groups, and military missions.
- h.* Copies of supplements to ARs when the supplements are sent to higher echelons.
- i.* Information copies of agency and command publications sent to other selected HQDA agencies and MACOMs.
- j.* Copies of publications written by a host installation or command to provide tenant activities with instructions and guidance.
- k.* One or more free copies of publications that are requested by industry, private organizations, or the general public if stocks permit and release is not restricted. Restrictions include classified, protected, proprietary, or copyrighted material. Quantities will not exceed 50 copies. If production cost of the copies is less than \$100, the quantity limit does not apply. Requests for copies of publications under the Freedom of Information Act will be processed according to AR 25-55.
- l.* Other publications whose distribution is specifically approved by USAPA. Requests for USAPA approval will be sent by memorandum to Director, USAPA, ATTN: JDHQSVPAS, Alexandria, VA 22331-0302. The type of publication, content, proposed distribution, and justification for exception must be furnished.

5-8. Designations for standard distribution

- a.* Proponents will designate standard distribution of publications by a letter, a combination of letters, or a distribution statement. Proponents will prepare a distribution list showing the elements included in each letter designation. For uniformity, distribution codes should parallel command levels.
- b.* The word "Distribution" will be placed at the left margin on the second line below the "OFFICIAL" section. Distribution information or letter-code designations will be placed on the next line, beginning at the left margin.

5-9. Supplements

- a.* Supplements will be distributed to the subordinate elements and activities that need them and that are authorized to receive the AR or agency or command regulation. The distribution of a supplement will parallel the distribution of the regulation within the HQDA agency or MACOM, unless the issuing authority determines that the contents of the supplement do not apply to all elements that received the regulation.
- b.* The proponent will send one copy of the approved and issued supplement through command channels to the proponent of the regulation that is being supplemented. (Each regulation contains the proponent's mailing address.) Memorandums of transmittal are not required.

5-10. Bulletins

The number of copies of bulletins printed and distributed will be on a need-to-know basis and held to the minimum necessary. Proponents will review and update distribution lists periodically.

5-11. Shipping and mailing printed material

- a. Mode of shipment.* Printed matter will be shipped by the least costly mode of transportation that meets the required delivery date and security and accountability requirements.
 - (1) Freight shipments will be processed in accordance with prescribing directives for freight shipments.

(2) Mail shipments will be processed according to AR 25–51 and the International Mail Manual.

b. Self-mailers. When printed matter is to be distributed by mail within CONUS with single copies going to each address, the use of self-mailers will be considered. If this method can be used and is economical, the printed matter will be prepared for mailing in accordance with the Domestic Mail Manual.

5–12. Sale to eligible foreign governments

Printed copies of publications and forms will be supplied only to those foreign governments who establish a sales agreement under the Foreign Military Sales (FMS) program. DA Pam 25–33 tells how to establish and manage an FMS account for publications.

Chapter 6

Secretary of the Army Awards for Improving Publications

6–1. Program responsibilities

- a.* The AASA will administer the program.
- b.* The Director, USAPA will provide technical and staff support to the screening panel.

6–2. Award categories

There are four types of awards as shown below.

- a.* Army Editor of the Year Award (Departmental).
- b.* Army Editor of the Year Award (Command).
- c.* Secretary of the Army Award for Publications Improvements (Departmental).
- d.* Secretary of the Army Award for Publications Improvements (Command).

6–3. Objectives

These awards recognize the following:

- a.* Departmental and Army field command writers and editors who have significantly improved the quality of Army publications through their own personal initiatives.
- b.* Departmental and Army field command employees who have made significant contributions toward improving the quality of Army publications systems.
- c.* Departmental or Army field command employees who have significantly reduced the amount of printing through innovative structure or organization using conventional means or advanced page-processing technologies.
- d.* An individual's achievements and contributions rather than the performance of teams or groups of people. If a group is involved, forward the name of a single individual who was primarily responsible for the initiative or accomplishment.

6–4. Eligibility

a. Army Editor of the Year Award (Departmental). Any Army employee (military or civilian), regardless of location, who performs the duties of writing and editing official Army-wide (departmental) publications as a major duty may be nominated for this award. Command information publications (including newspapers) published under the provisions of AR 360–1 and Army periodicals are not eligible for this competition. Editors of Web sites are excluded.

b. Army Editor of the Year Award (Command). Any Army employee (military or civilian), regardless of location, who performs the duties of writing and editing official command or agency publications as a major duty may be nominated for this award. Command information publications (including newspapers) published under the provisions of AR 360–1 and Army periodicals are not eligible for this competition. Editors of Web sites are excluded.

c. Secretary of the Army Award for Publications Improvements (Departmental). Any Army employee (military or civilian), regardless of location, who is actively involved in the development, management, or support of programs or efforts to improve an Army-wide (departmental) publications system may be nominated for this award. The award is intended to recognize either innovative approaches to improving existing publishing operations, or the application of new technologies and solutions that increase efficiency and/or tangible or intangible savings.

d. Secretary of the Army Award for Publications Improvements (Command). Any Army employee (military or civilian) who is involved in the development, management, or support of programs to improve a publications system at MACOMs or at their subordinate command elements may be nominated for this award. The award is intended to recognize either innovative approaches to improve existing publishing operations, or the application of new technologies and solutions that increase efficiency and/or tangible or intangible savings.

6-5. Criteria

Army employees nominated for these awards must meet the following criteria for the period 1 April of the previous year through 31 March of the current year.

a. Army Editor of the Year Awards. Nominees must produce (through writing, editing, restructuring, and reorganizing) publications that are easy to read, use, and understand. The reduction of pages is encouraged provided it does not detract from the improvements of the publication. The editing should be written at the appropriate reading grade level for its intended audience. The writing or editing must involve at least one of the types of official Army publications listed in paragraph 2-2. An official Army departmental or command publication must be numbered and authenticated in order to be considered as a basis for this award.

b. Secretary of the Army Awards for Publications Improvements. Nominees must—

(1) Develop, manage, or support an Army-wide, HQDA agency, MACOM, corps, division, or installation program designed to improve the activity's publications system.

(2) Improve effectiveness or achieve a savings as a result of initiated publications actions or establishment of an innovative program designed to improve publications or a publications system.

6-6. Preparing nominations

a. Submit nominations on DA Form 1256 (Incentive Award Nomination and Approval).

b. Prepare a narrative justification to explain the nomination. The justification should begin with a summary of the accomplishment, be of high quality and contain as much supporting materials and documentation as possible. Specific examples of what the nominee has done to further the publications improvement effort must be included. This justification will be attached to the DA Form 1256.

(1) Nominations for the Army Editor of the Year Awards must include the following:

(a) If the work spans the entire award period, provide enough samples to give an indication of the year's activity. Also provide nonprinting comments and notes to the author. Include reading grade level data, based on the Kincaid Readability Formula (see DA Pam 25-40, para 2-3b(1)).

(b) The narrative justification must clearly state the objectives of the publication and the publication's target audience. It must also include supporting documentation to show how these objectives were met.

(c) Provide before and after samples if available.

(2) Nominations for the Secretary of the Army Awards for Publications Improvements must include specific comments regarding the improved effectiveness of a publication or any tangible or intangible savings.

c. Agencies may nominate one person for multiple awards. Each award nomination must include a DA 1256, justification, cover letter (if applicable), back up material and EEO statement. Officials may submit one set of backup material when it supports the individual's other award nomination.

6-7. Submitting nominations

a. Forward all submissions through the headquarters element. The original DA Form 1256 must include official signatures. Principal HQDA officials and MACOM commanders must submit their nominations to Director, USAPA, ATTN: JDHQSVPAP-D, Alexandria, VA 22331-0302, no later than 1 May of each year.

b. Forward departmental level nominations through channels to the appropriate principal HQDA official or his or her designated representative for approval. Forward command level nominations through command level channels and approved at the MACOM level.

c. The original and seven copies of the DA Form 1256, narrative justification, an Equal Employment Opportunity clearance statement, and all supporting work samples, to include publications, will be submitted for each nomination.

6-8. Selection and notification procedures

a. The nominations will be screened by a panel composed of one representative from each of the following:

- (1) Office of the AASA.
- (2) Office of the ODISC4.
- (3) Office of the Chief of Public Affairs.
- (4) Office of the G-3.
- (5) Office of the G-1.
- (6) Office of the G-4.
- (7) Office of the Chief, Army Reserves

b. The panel, chaired by the OAASA representative, will select the top two nominees for each award. USAPA will provide technical and staff support for the panel.

c. Panel recommendations will be forwarded to the DA Incentive Awards Board. The DA Incentive Awards Board will select and notify winners. Winners will receive an engraved plaque at the annual Secretary of the Army awards ceremony held in the Pentagon, Washington, DC.

d. Each person chosen as a runner-up will receive a Certificate of Achievement. OAASA will notify the runners-up and prepare the certificates.

Chapter 7

Printing, Reproduction, and Self-Service Copying Management

Section I

Statutory Guidelines

7-1. General

a. Title 44, USC, establishes the overarching policy for public printing and documents. This policy stipulates that all printing will be accomplished at the GPO unless otherwise authorized by the Joint Committee on Printing (JCP).

b. Local field printing and reproduction facilities provide in-house printing and reproduction support for those requirements that cannot be obtained from commercial sources through the Government Printing Office. Local in-house printing and reproduction facilities at Army activities are operated by either the local command activity, or by the Defense Logistics Agency, Document Automation and Production Service (DAPS).

c. Army printing, reproduction, and self-service copying will be obtained as follows:

(1) USAPA will acquire or direct the acquisition of all departmental printing and all local or command printing originating in the Washington, DC, metropolitan area (except for local or command printing by HQDA agencies supported by the HQDA, Information Management Support Center).

(2) Unless otherwise exempted by DOD Directive 5330.3, commands and agencies will obtain local printing and reproduction from the local DAPS.

(a) All orders for Army printing services placed by customers of the DAPS within the Continental United States (CONUS) and Hawaii, and the commonwealth of Puerto Rico are to be acquired using the Government Purchase Card. This mandate is in conjunction with the Under Secretary of Defense (Acquisition and Technology) memorandum of March 20, 1997, "Micro-purchases." The memorandum states that, effective October 1, 1997, no contracts or purchase orders for micro-purchases at or below the threshold will be awarded and that the Government-wide commercial purchase card is the preferred method for these types of purchases.

(b) The Government Purchase Card will not be used to purchase printing and reproduction services directly from a commercial vendor unless a waiver has been obtained through DAPS and the servicing GPO regional office.

(c) The Lighthouse for the Blind, Inc., a Javits-Wagner-O'Day (JWOD) participating non-profit agency, and the Federal Prison Industries (UNICOR), may be used (without a waiver) as an alternate source of procuring services when it is clearly less costly to the Army.

(3) Self-service copying will be obtained through the most economical source or method available and as authorized by this and local regulations. (See glossary for definition of self-service copying.)

d. The policy and procedures for the management of self-service copiers given in this chapter do not apply to the Western Hemisphere Institute for Security Cooperation (WHISC), the U.S. Army Post Dependent School Systems, and non-appropriated fund instrumentalities (NAFIs) when non-appropriated funds (NAFs) are involved. Also, they do not apply to Army units during periods of mobilization.

e. USAPA will serve as the point of contact for operational matters related to Army operated field printing and reproduction facilities, self-service copying, and the authorization of all printing, binding, and related equipment as listed in tables provided in DA Pam 25-40 for use at Army authorized facilities. These tables are not all-inclusive and list generic descriptions of equipment. All items in Federal Supply Class 3610 should be considered to fall under the provisions of this regulation unless specifically granted an exception elsewhere in this regulation.

f. Part 40, Code of Federal Regulations (CFR) sets forth the implementing guidelines for the Resource Conservation and Recovery Act, (RCRA) section 6002(c)(1). These guidelines require that procuring agencies have an affirmative procurement program for paper and paper products, to ensure that procured items have the highest percentage of recoverable (recycled) materials practicable.

g. Use of appropriated funds to provide printing, reproduction, and copying support will be restricted authorized activities.

7-2. Contracts for equipment and services

a. Printing will not be included in contracts for the manufacture or operation of equipment and for services without prior coordination with USAPA. These are services such as architectural, engineering, research, construction, training, and publicity advertisement for personnel recruiting. For example, printing requirements for TMs and other publications may not be procured as an integral part of a contract for supplies or services. This restriction does not prevent procuring services for writing and editing or for preparing manuscripts and related illustrations as a part of a contract.

It also does not prevent preparing recorded manuscript copy in digital form for typesetting if coding instructions have been approved by USAPA.

b. The Army sometimes requires that equipment contractors maintain and update the original technical data they wrote and illustrated during the contract. If so, data will be procured in digital format. Camera-ready copy or photolithographic page negatives may be obtained on an exception basis.

c. When printed media is required, the requirement for an Army contractor or grantee to duplicate less than 5,000 units of only one page or less than 25,000 units in the aggregate of multiple-page documents may be included as part of a contract for the manufacture and/or operation of equipment and for services such as architectural, engineering, and research. However, any contract or one time acquisition that is specifically for the purpose of obtaining reproduction and copying services must be coordinated with the local DAPS prior to initiating any contract action. Pages may not exceed an image size of 10 3/4 inches by 14 1/4 inches (274mm by 363mm).

7-3. Printing and reproduction requirements in grants

Printing and reproduction will not be included in grants unless authorized by USAPA. This requirement does not preclude—

a. Grants to support non-government publications, if such grants are authorized by law and not made primarily or substantially to have material printed for Army use.

b. The publication of findings by grantees within the terms of their grants when the findings are not printed primarily or substantially for Army use.

c. Grants for writing and editing or preparing illustrations as part of Army contracts. It also does not preclude preparing digital copy. The replication of such material must be done according to this regulation.

7-4. Initial publication by private publishers

When the Army uses appropriated funds to create information for publication (such as scientific materials or technical reports), it is subject to title 44, USC, sections 103 and 501. Such information will not be made available to a private publisher for initial publication without the prior approval of USAPA.

7-5. Unlawful printing

a. Printing or reproduction of any of the material listed in paragraphs (1) through (9), below is unlawful unless allowed under an exception in paragraph b or c, below.

(1) Adjusted compensation certificates for veterans of the world wars.

(2) Licenses such as automobile drivers, marine officers, aircraft, and radio operator licenses and also automobile titles.

(3) Certificates of citizenship or naturalization.

(4) Certificates of war necessity.

(5) Immigration papers.

(6) Obligations of any foreign government, bank, or corporation.

(7) Obligations or securities of the U.S. Government, including bonds; Certificates of Indebtedness; National Bank Currency; coupons; United States Notes; Treasury Notes; Certificates; Silver Certificates; Fractional Notes; Certificates of Deposit; bills, checks, or drafts for money drawn by or for authorized officers of the United States; passports; and Selective Service Registration Certificates.

(8) Official badges, identification cards, and other insignia of the design prescribed by the head of any department or agency of the U.S. Government.

(9) Copyrighted material of any manner or kind without permission of the copyright owner, except as provided by law.

b. Exceptions to paragraph a, above are for illustrations only and are as follows:

(1) Printed illustrations of paper money, checks, bonds, other obligations, and securities of the United States and foreign governments are allowed for numismatic, educational, historical, and news purposes only. Illustrations used primarily for eye-catching purposes are not permitted. Illustrations must be in black and white and must be less than three-fourths or more than one and one-half times the size of the genuine instrument. (Use these illustrations only in articles, books, journals, newspapers, magazines, or albums. Do not use individual facsimiles.)

(2) Printed illustrations of U.S. postage stamps and U.S. revenue stamps are allowed for philatelic, educational, historical, and news purposes in articles, books, journals, newspapers, magazines, or albums. The illustrations will be in black and white and may be of any size. (Do not use multi-colored illustrations.)

(3) Printed illustrations of U.S. and foreign coins are allowed for any purpose. Tokens, disks, or devices in the likeness of or resembling U.S. and foreign coins in design, color, or inscription are prohibited.

(4) Printed illustrations of official badges, identification cards, and other insignia are permitted in official publications that explain or deal with these items. The word "Sample" must be overprinted on the badge or identification card.

c. Printing or reproducing (falsely making, forging, or altering) of passports is unlawful. However, passports may be copied for personal use only. That is, for purpose of reissuance in the event the passport is lost or stolen.

Section II

Printing Policy

7-6. Conservation of resources

All publications and forms whether commercially procured or produced by in-house resources must relate entirely to the transaction of official business. Each command and agency is responsible for implementing an aggressive program for conserving resources.

a. Proponents will request only the least expensive materials, construction, processes, and number of copies that will achieve the intended purpose of the product.

(1) An affirmative program to procure products, purchased with appropriated funds, containing recovered (recycled) materials will be established at all levels.

(2) Agencies may decide not to procure recycled material if the material—

(a) Is not available in a reasonable period of time;

(b) Fails to meet reasonable performance standards; or

(c) Has a current price for available stock that is unreasonable.

b. Managers of printing, reproduction, and self-service copier operations will conserve personnel, funds, material, and equipment. Conservation will be consistent with conducting operations essential to Army missions.

7-7. Letterhead and memorandum stationery

a. *General.*

(1) Letterhead stationery will be used for official written correspondence in response to actions external to the agency or command.

(2) All official letterhead and memorandum (memo/note pads) stationery will bear the DOD seal.

(3) Computer-generated letterhead will be used for correspondence. However, the format and output quality of the DOD seal must be comparable to that which is produced by printed letterhead stationery. Use letterhead template provided by USAPA at the USAPA Web site (<http://www.usapa.army.mil/>).

(a) Do not print any seals, emblems, decorative devices, distinguishing insignia, slogans, office symbols, names, or mottos on letterhead or memorandum stationery except those approved or directed by HQDA.

(b) To obviate the need for color printers, use black ink for computer-generated letterhead. For more detailed instructions, refer to DA Pam 25-40.

(4) Separate stationery is authorized when elements of the same agency, command, or organization are located in different geographical areas, cities, or states.

(5) The letterhead used for correspondence to be signed by the head of an agency, office, or command, or by an authorized representative, will be that of the office or the headquarters of the agency or command. In offices where more than one kind of letterhead is used, the capacity in which the commander or agency head is acting, as reflected in the authority line or signature block of the letter, will dictate the proper letterhead.

(6) Separate letterhead stationery will be limited to the following:

(a) OSA and principal HQDA agencies identified in AR 10-5, chapter 2.

(b) Major Army commands and major Army subordinate commands.

(c) Continental United States Army.

(d) Installations.

(e) Separate organizations or agencies headed by a commander in the grade of Lieutenant Colonel or above, or a civilian in the grade of GS-15/GM-15 or above.

b. *Paper.*

(1) *Color.* White is the only color authorized for stationery. Note: White recycled stationery stock may not appear to be as white as non-recycled stock.

(2) *Size.* Letterhead stationery is 8 1/2 by 11 inches (216mm by 279mm). Padding of letterhead and other sizes are not authorized.

(3) *Grade and weight.* For letterhead and memorandum stationery twenty-pound, 25 percent recycled bond is the standard. Sixteen-pound, 25 percent recycled bond may be used.

(4) *Recycled paper.* Use of recycled paper is encouraged. Selected grades and weights will be in accordance with GPO, GSA, and DOD standards, specifications, and mandates.

(5) *Continuation sheets.* Continuation sheets will be the same grade and weight as the letterhead. No printing will appear on the continuation sheet.

c. *Format.*

(1) Letterhead and memorandum stationery will be printed in black ink. DA Pam 25-40, figures G-1 and G-2

provide sample and specifications of letterhead and memorandum stationery. Include the complete street address and ZIP+4 Code.

(2) No names, telephone numbers, titles of officers and officials or other personalized information will be printed on letterhead or memorandum stationery printed at Government expense.

7-8. Envelopes

Imprinting of return and mailing addresses on envelopes with office laser printers is authorized. To obviate the need for color printers, use black ink for computer-generated envelopes. For more detailed instructions, refer to DA Pam 25-40.

- a. Envelopes will be the types and sizes stocked/issued by GPO/GSA.
- b. Office symbols, names, and titles of officers and officials will not be printed on envelopes. This will prevent obsolete stocks.
- c. Markings, slogans, designs, or borders will not be printed or stamped on mailing envelopes.
- d. Envelopes must conform to AR 25-51, which implements the Official Mail and Distribution Management Program. (See sample in DA Pam 24-40, fig G-3.)
- e. Envelopes will be ordered through normal supply channels according to the current GSA FSS.

7-9. Slogans and logos promoting savings bonds and DOD and HQDA sponsored commemorative programs

a. Slogans and logos promoting programs such as U.S. Savings Bonds, and DOD and HQDA recognized commemorative and special programs may be printed on command and agency letterhead stationery and envelopes. Examples of DOD and HQDA sponsored commemorative and special programs include but are not limited to programs such as Centennial Celebrations of foreign wars and the National Performance Review, Reinvention Labs. Slogans and logos may be printed concurrently with the printing of stationery or be overprinted when printing the body of the letter or address on the envelope. The type style and size must conform to that of the standard letterhead format.

b. Listed below are examples of the types of slogans that may be used to promote the U.S. Savings Bonds Program.

- (1) Buy U.S. Savings Bonds through the Payroll Deduction Plan.
- (2) Keep Freedom in Your Future with U.S. Savings Bonds.
- (3) Strengthen America's Peace Power, Buy U.S. Savings Bonds.
- (4) U.S. Savings Bonds Are Shares in America.
- (5) Save Regularly - Buy U.S. Savings Bonds through the Payroll Savings Plan.
- (6) Secure Your Future with U.S. Savings Bonds.
- (7) You Save More than Money with U.S. Savings Bonds.
- (8) U.S. Savings Bonds Help Keep America Free.
- (9) Buy and Hold U.S. Savings Bonds.
- (10) Save Regularly for Future Needs, Buy U.S. Savings Bonds.

7-10. Classbooks and yearbooks

a. Appropriated funds, non-appropriated funds, and Army equipment will not be used to prepare, print, or copy class books, yearbooks, or similar publications that—

- (1) Tend to glorify a person, group, or activity.
- (2) May result in or appear to give preferential treatment to any person, group, or activity.

b. Military or civilian personnel will not be authorized or permitted to engage, during duty hours, in activities involving these types of publications. These activities are—

- (1) Writing, editing, or collecting information.
- (2) Procuring or producing photographs.
- (3) Making drawings or paintings.
- (4) Selling orders for copies.
- (5) Delivering or collecting funds.

(6) Any other activity connected with the completion, preparation, production, sale, and distribution of these publications.

c. The restrictions in paragraphs a and b above do not apply to officially authorized installation newspapers, periodicals, and similar publications. (Do not construe the restrictions as applicable to providing assistance to newspapers and magazines produced and distributed by the public press.)

7-11. Business cards

a. The printing of business cards at Government expense is authorized when those cards are considered necessary to perform official duties and to facilitate mission related business communications. When appropriated funds are used, individual offices are responsible for funding the cost of producing business cards. Cards will be procured using the most economical authorized method.

(1) *Commercially procured cards.* Commercially procured business cards are generally restricted to designated investigators and recruiters.

(a) A Brigadier General (BG) or SES equivalent must approve commercial procurement and printing of business cards.

(b) Cards commercially procured with appropriated funds will be procured through the Document Automated Printing Service. Cards will be limited to a single color of ink unless a BG or SES equivalent has granted an exception and only when the use of more than one color provides demonstrable value and serves a functional purpose. (See para 7-17 on use of color.)

(c) Customized embossed or engraved cards will not be procured at Government expense.

(2) *Cards produced in-house.* Cards produced in-house must use existing computer hardware and software. No special hardware, software, or card stock will be procured for the express purpose of producing business cards. Only standard business card stock that is available through normal supply channels may be used.

b. Cards will contain only the necessary business information such as the name of the organization, office, activity, or unit represented; official mailing address; name of individual; DSN, commercial telephone, and facsimile numbers; and office and e-mail addresses.

c. Only approved organization logos may appear on business cards.

d. The Lighthouse for the Blind, Inc., a Javits-Wagner-O'Day (JWOD) participating non-profit agency and the Federal Prison Industries (UNICOR), may be used as an alternate source of procuring business cards when the cost is equivalent or less than the cost of producing the cards on a personal computer. Activities supported by DAPS must submit requirements through DAPS. Activities who have been exempted from requirements to use DAPS may submit requests directly to the agency.

7-12. General officer and Senior Executive Service stationery and General Officer invitations

a. *Stationery.* Active duty and Reserve GOs and SES members who are current DA employees and are required to host official Army sponsored functions may have stationery printed at Government expense. Official functions include change of command, dedication, and recognition ceremonies; receptions and other official DA functions at the installation level. Standard stationery has been developed for use by these officials. To avoid obsolescence, stationery will have the appropriate flag imprinted, but may not contain the name of the GO or SES member. The flag must be printed in Red Pantone 185 ink only. Stationery may be completed in writing or imprinted locally.

b. *Invitations.* Standard invitations have been developed for GOs to use. Requests for GO invitations must be forwarded to the address in d(2), below. Requests should include the appropriate name, building number, room number, and street address. Invitations will not be stocked in installation stock rooms. Invitations may be completed in writing or imprinted locally.

c. *Envelopes.*

(1) Standard envelopes have been developed for use with the stationery and invitations.

(2) GOs and SES members may have their names locally imprinted on envelopes on a case-by-case basis. Envelopes will not be stocked with imprinted names.

d. *Replenishment of stationery and invitations.*

(1) Request for GO and SES stationery and GO invitations will be made by memorandum on official letterhead.

(2) Requisitions will be sent to the USAPA, Distribution Operations Facility (USAPA-DOF), 1655 Woodson Road, St. Louis, MO 63114-6128.

(3) At a minimum, the requesting memorandum will request the quantity of stationery and/or invitations required by standard package (see para (4), below). The memorandum will also provide a point of contact with a telephone number, and a complete United States Postal Service mailing address, to include room number and building number.

(4) All requested materials will be issued only in a standard package of 250 each to a box. Envelopes will be issued in quantities corresponding to the product requested.

e. *Inventory.* Local inventory of GO and SES stationery or GO invitations—

(1) Is authorized within the GO and SES office to meet anticipated requirements and within immediate support offices to the GO or SES member, when appropriate.

(2) Is not authorized at publication stock room or equivalent facilities at the installation.

(3) Is authorized for overseas stockrooms, for example, the U.S. Army Publications Distribution Center, Europe, to be handled as an accountable item that may be requisitioned only by GOs and their immediate staff.

7-13. Non-general officer invitations

Invitations (other than general officer invitations) may be printed at Government expense only as required for official functions. Official functions (for example, change of command, dedications, or official ceremonies) are those that are directly related to the organization's mission. Invitations may not be printed at Government expense for private purposes. National Guard Bureau will provide funding for printing costs of invitations for change of command ceremonies or other official National Guard Bureau functions.

7-14. Personalized items and calendars

a. Stationery, memo pads, and other items. These items will not be personalized with an individual's name at Government expense. Printing of memo pads for GO and SES personnel, using local printing funds is authorized providing they contain only the organization name, office title, installation, city, state, and zip code.

b. Desk and wall calendars. Standardized desk and wall calendars are available through normal supply channels. These are the only calendars authorized for purchase at Government expense. No specialized calendars will be printed, except those that are for the expressed purpose of promoting soldier recruitment and retention. These items must be produced in accordance with the guidelines of the Army Recruiting Command and Army Public Affairs Office.

7-15. Official telephone directories

a. The Defense Telecommunications Service-Washington (DTS-W) is authorized to publish and distribute the DOD Telephone Directory. This directory will be the only authorized telephone directory for DOD components in the Washington, DC, and metropolitan area. Army activities will not publish or duplicate this document without the approval of the DTS-W.

b. A commercial publisher will not print or distribute official telephone directories free or at a reduced rate in exchange for the right to advertise.

c. Unofficial telephone and personnel listings may be included in installation civilian enterprise guides in lieu of printing an official installation telephone directory. Civilian publishers in exchange for certain distribution rights print these guides and they contain advertisements. These guides may be published only under the provisions of AR 360-1.

7-16. Advertising

a. An Army publication or other Army printed matter prepared or produced with either appropriated or non-appropriated funds or identified with an activity of the Army will not contain any of the items listed in paragraphs (1) and (2), below.

(1) Any advertisement inserted by or for any private individual, firm, or corporation.

(2) Material that implies in any manner that the Government endorses or favors any specific commercial product, commodity, or service.

b. Publications published under the Civilian Enterprise Program managed by the Office, Chief of Public Affairs, may contain advertisements as authorized by that program.

c. NAFIs, excluding exchange operations, may sell space for commercial advertising in any media form (printed, signage, electronic) produced for or prepared by the NAFI. Payment may be accepted for such advertising subject to the policy, conditions, and restrictions of the program. (See AR 215-1 for additional program guidelines.)

d. Morale, welfare, and recreation programs may display advertising of commercial MWR sponsors of programs and events in appropriate civilian media subject to the conditions and restrictions of the MWR commercial sponsorship program. (See AR 215-1 for additional program guidelines.)

7-17. Use of color

Do not use multiple color printing and reproduction for hardcopy distribution of routine reports and presentations unless multiple color is necessary to provide clarity of data and information being presented. Unless otherwise prohibited by Army Policy, multiple colors of text, graphics, and illustrations may be used in CD ROM and Web site versions of the reports, presentations, or publications. However, printing, reproduction, and copy production of hard copies in color should only be done when it serves a functional purpose and/or provides demonstrable value to the purpose of the published item. The additional cost associated with producing a printed product in color shall be a primary consideration. Color combinations used must be legible when printed in black and white.

a. Representative examples of when multicolor printing and copying provides demonstrable value are—

(1) Maps, technical diagrams, graphs, and illustrations where extra color is necessary for clarity.

(2) Object identification, such as medical specimens and diseases.

(3) Safety programs, fire prevention programs, Savings Bonds programs, and competitive areas of personnel recruiting.

(4) Areas where cost savings can be clearly identified and soundly predicted if multicolor is used.

(5) Programs that are required by law and whose success depends on the degree of public response. The proper use of colors must clearly contribute to getting the desired response. Examples of such programs are promotional or motivational programs (such as public health, safety, and consumer benefits) and programs to encourage use of Government facilities (such as Social Security, Medicare, and veterans' benefits).

b. Multicolor printing, reproduction, and self-service copying does not meet the valuable contribution requirement if—

(1) Additional color is used mainly for decorative effect.

(2) Additional color is used instead of effective layout and design.

(3) Additional colors are used excessively; that is, four colors when two or three will fill the need, three colors when two will do, and two colors when one (with or without reverse treatment) is adequate.

(4) Use of multicolor does not show careful, competent planning that recognizes the contribution of color and how it should be used to achieve a publication's purpose.

c. For administrative field printing, exceptions may be approved by the designated agency head or commanders approving official when determined to be in the best interest of mission accomplishment.

d. For departmental publications, a request for approval for multicolor departmental publishing, with full justification, will be sent through command channels to Office of the Administrative Assistant to the Secretary of the Army, ATTN: SAAA-ESOM-PO, 105 Army Pentagon, Washington, DC 20310-0105. This request will be sent before creating the artwork. Preliminary sketches and visuals will also be sent to avoid wasting time and money to complete artwork that may not be approved for publication and/or inclusion on the USAPA Web site. This paragraph does not apply to multiple colors used in decentralized printing.

e. Three or four-color process printing and reproduction in CONUS Army field printing and reproduction facilities is prohibited and must be commercially procured through the appropriate authorized procurement source. The criteria for "demonstrable value" above must also be considered when procuring multicolor printing.

Section III

Printing Procurement (RCS DA&M(AR)1467)

7-18. Commercially procurable printing and reproduction

a. Commercially procurable printing and reproduction requirements being obtained from the GPO central office in Washington, DC will be submitted through USAPA. Requirements for administrative printing and reproduction requirements originating at the installation level will be obtained through the DAPS. Printing and reproduction requirements originating at locations not directly supported by a DAPS office will be obtained through the GPO regional printing procurement offices (RPPOs) within the Federal printing regions. Federal printing regions are listed in DA Pam 25-40.

b. Printing and reproduction procured directly from commercial sources using appropriated funds and not procured through the local DAPS operation must be reported on JCP Form 2 (Commercial Printing Report). DOIMS are required to submit this report semiannually (March and October). Send this form report to Director, USAPA, ATTN: JDHQS-V-PAP-D, Alexandria, VA 22331-0302.

7-19. Departmental printing

USAPA will procure departmental printing from authorized sources. Procedures and guidelines for requisitioning departmental printing are provided in DA Pam 25-40.

7-20. Contract field printing and reproduction

a. *Procurement.* Procurement of field printing or reproduction from any source other than GPO is prohibited unless authorized by a waiver from the JCP. When a waiver is granted, the waiver number will be referenced in the bid advertisement to indicate that a waiver has been granted. Printing and reproduction services may be procured through Federal Prison Industries, Inc., (UNICOR), or the Lighthouse for the Blind as an alternative to GPO procurement when GPO cannot provide support in a timely manner or at a competitive cost. No waiver is required to use these facilities. Work procured will not be reported as GPO contract work. It will be reported on JCP Form 2. Enter "UNICOR" or JWOD in column (b) to indicate the source of the procurement. The GPO RPPO should remain the primary source for procurement. Only unclassified material may be procured from UNICOR.

b. *Contracting for field printing.*

(1) *For activities supported by DAPS.* Contract field printing will be obtained from the DAPS at installations directly supported by DAPS offices. Submit any requests for waiver through the local DAPS office.

(2) *For activities exempt from the requirement to use DAPS (Reserves and Guard).* Requisition printing and reproduction from GPO RPPOs in the Federal printing region of copy origin or distribution. (Do not go directly to the GPO central office.) Submit a request for waiver to the nearest regional GPO Printing Procurement Office. Requisitions for printing and reproduction services under an authorized waiver must be submitted through an authorized Army purchasing official and/or contracting officer.

(3) *Procuring from other than DAPS and GPO.* As required by Public Law 102-392 and Army policy, printing and reproduction may be procured directly from commercial sources only when it does not exceed a cost of \$1,000 dollars and it—

(a) Is essential to the conduct of official business and is approved by the installation commander or his/her designated representative.

(b) Is not of a continuing or repetitive nature.

(c) Does not lend itself to the establishment of an open-end, indefinite quantity-type contract.

(d) Cannot be ordered against an existing contract established by the GPO.

(e) Cannot be obtained from the nearest DAPS or other authorized sources in time to meet the mission requirement.

(f) Must be procured in accordance with established procurement policies and procedures.

c. Establishing requirements type contracts. The designated functional managers must establish requirement-type contracts for recurring printing and reproduction needs as follows:

(1) Functional managers will send a letter of request and SF Form 1 (Printing and Binding Requisition for Specialty Items) to the DAPS to enter into these contracts. The letter of request will include the following:

- (a) An explanation of the need for the contract.
- (b) Effective date desired.
- (c) Specifications.
- (d) Estimated annual requirements.

(2) The DAPS will administer requirement-type contracts to include maintaining quality control of products and payment of invoices.

d. Funding to support contract printing. The local commander or designated functional manager must ensure that funds are available for requisitioning printing and reproduction services through the DAPS or GPO RPPO for procurement from commercial sources. They will also establish close liaison with DAPS to determine the time required for printing and reproduction procurement under various circumstances. Proponents will coordinate with designated functional managers when projecting printing and reproduction requirements and the required delivery time from commercial sources. Those activities not supported by DAPS will coordinate with the servicing GPO RPPO.

Section IV

Field Printing and Reproduction Operations

7-21. General

a. Field printing and reproduction facilities are departmental facilities that have been chartered to support printing and reproduction requirements that cannot be adequately satisfied by a local DAPS facility or procurement through the GPO. Field printing and reproduction facilities must operate within the provisions of title 44, U.S. Code, JCP Printing and Binding Regulations, and the guidelines and procedures provided in DA Pam 25-40.

b. DOD Directive 5330.3 establishes the DAPS as the consolidated organization for printing and high speed-high volume duplicating, and as the preferred provider of document conversion and/or automation services in the Department of Defense, excluding TOE, MTOE, National Guard and Reserve organizations.

c. Unless otherwise exempted, commands and agencies will—

- (1) Obtain automated printing services through DAPS, consistent with the provisions of this regulation.
- (2) Provide necessary information and assistance to DAPS, in setting requirements, arranging for, and executing inter-Service support agreements, and enabling the DAPS to provide them with the required products and services in an effective and efficient manner.

7-22. Establishing field printing and reproduction facilities

Printing and reproduction facilities at Army installations and activities provide support for those requirements that cannot be efficiently and effectively procured through the GPO or to produce work that must be retained in-house to avoid compromise of national security.

a. No new Army printing or reproduction facility will be established at those locations supported by a DAPS facility.

b. Approval must also be obtained from USAPA prior to—

- (1) Operation of an Army controlled printing and reproduction facility by a contractor as either a Government Owned Contractor Operated (GOCO) or Contractor Owned, Contractor Operated (COCO) facility.
- (2) Augmentation of TOE/MTOE with TDA based printing and reproduction organizations.

7-23. Reduction or discontinuance of field printing and reproduction facilities

a. A notice will be sent through command channels to the Director, USAPA, ATTN: JDHQS-V-PAP-D, Alexandria, VA 22331-0302 when—

(1) Requirements for an in-house TDA printing and reproduction facility are reduced, or the facility is no longer required.

(2) TOE/MTOE printing units are deactivated or printing and binding equipment is determined to be in excess of their needs.

b. Provide the following information:

- (1) A brief summary of reasons for disestablishing the facility.
- (2) An explanation of how any continuing printing and reproduction requirements will be met.
- (3) A list of equipment to be retained, transferred, or disposed of along with original authorization numbers. Give the condition of the equipment, the authorization number, its current value, and the date it will be available. DA Pam 25-40 provides a table for determination of equipment value.
- (4) The number of military and civilians to be released or reassigned. Show this number by category (such as

officers, enlisted personnel, and direct hire (U.S. or foreign national) or indirect hire civilians). Also include the number of civilians who are assigned to authorized spaces and who will be subject to RIF procedures.

7-24. Authorized equipment

a. Printing, electronic publishing, reproduction, binding, and related equipment authorized for use in printing and reproduction facilities are grouped according to certain basic types by JCP. The tables in DA Pam 25-40 define the basic types of equipment and approval levels.

b. Electronic printing has been defined and accepted by the Department of Defense Printing and Reproduction Services Oversight Group as that portion of electronic publishing that includes composition, reproduction, finishing, and general distribution of information produced by means of high speed (71 copies per minute or more) imaging without a plate using non-impact methods on paper, film, magnetic, or optical media.

(1) The above definition will be used to provide a base for identifying Army electronic printing programs and their associated costs for lease/rent, maintenance, and supply.

(2) When computer equipment is to interface with and/or be acquired for printing and publishing functions (see glossary), coordination with USAPA is required prior to acquisition so that appropriate notification can be provided to the JCP. Acquisition of such items will not be initiated until this coordination is accomplished.

c. Commanders will ensure that approval is obtained from USAPA for printing, binding, or related equipment listed in the equipment tables provided in DA Pam 25-40, regardless of intended use or location. Printing equipment that is located outside of the printing facility as well as equipment located at the facility must be reported on JCP Form 5 (Annual Plant Inventory). Equipment utilized by facilities controlled and operated by DAPS is excluded from this requirement.

7-25. Authorized work

a. Work may be produced by any authorized in-house facility providing that the—

(1) Work is not commercially procurable through DAPS or GPO.

(2) Work is not for private organizations.

(3) Work does not conflict with existing laws and regulations.

(4) Accounting policies and procedures comply with the provisions of DFAS-IN Regulation 37-1 for reimbursable orders.

b. For economy and efficiency and regardless of the command's mission, each Army operated field printing and reproduction facility (except as noted in paragraphs c through e, below) may do work for other Army agencies and commands without charge unless local charge-back procedures have been established. However, the work must meet the conditions in paragraphs (1) through (3), below.

(1) The facility can do it economically within its capacity.

(2) The designated functional manager of the agency or activity that will do the printing or reproduction approves the work.

(3) The designated functional manager verifies that the work is mission essential and that it meets the requirements of this regulation.

c. Printing facilities operated for vocational purposes may print only forms and other publications that—

(1) Have no established source of supply.

(2) Are required to administer the activity.

d. Topographic and Psychological Operation (PSYOP) and Army Reserve reproduction detachment units may produce any authorized work needed to support their mission. When units are engaged in mobilization and combat contingency exercises, the commander may authorize limited amounts of reproduction material to be produced to allow the units to provide proficiency training to personnel in operation and maintenance of equipment. The units will not solicit from or provide reproduction support to other activities that are normally supported by DAPS.

e. Printing and reproduction in Army operated facilities are allowed for the activities and departments listed below when the facilities receive a citation for full repayment of funds. The facilities will use a comptroller-approved method to compute the cost.

(1) *Civil works activities, Chief of Engineers.* Inversely, when they receive a citation for full repayment of funds, civil works appropriated fund activities may do authorized work for military appropriated fund activities.

(2) *Non-appropriated fund activities.*

(a) Printing and reproduction are not authorized for costs related to the sale of merchandise or services and those locally developed forms that are unique to and required for the internal operation of individual NAFIs. Printing and reproduction of publicity for activities are authorized if provided on a cost reimbursement basis and if commercial printing support is not available.

(b) Printing and reproduction support is authorized on a non-reimbursable basis if the material to be reproduced is in direct support of the commander's supervisory functions. Examples include directives, forms, and reports.

(c) Requests for non-reimbursable printing and reproduction support will include a statement on why the product is

required to support the commander's supervisory function. All printing and reproduction support provided will be within the guidelines established by this regulation and AR 215-1.

(3) *Financed activities.*

(a) Activities financed from industrial funds or management funds.

(b) Activities of other Government departments and agencies that are financed from appropriated funds. Designated functional managers will advise ordering agencies that the agencies must process commercially procurable work through available GPO RPPO sources. Designated functional managers may require non-Army activities to provide a statement that jobs are not commercially procurable through GPO RPPO sources.

f. Industrial-type printing and reproduction facilities that operate under revolving funds or similar fiscal systems may perform services for departments, agencies, and offices as authorized by their charter. The facilities must receive citation for full repayment of funds. Repayment will be made according to DFAS-IN Regulation 37-1. (The Corps of Engineers has revolving fund reimbursement arrangements associated with civil works appropriated fund activities.)

g. USAR and ROTC printing and reproduction is base operations support according to AR 37-49.

h. Recruiting and publicity material for USAR and ROTC units is considered mission unique and will be reproduced only on a reimbursable basis. Recruiting and publicity work will be submitted by—

(1) USAR units to their MUSARC headquarters or for USARC units, to their major command headquarters for approval. If approved, the major command will submit the work to the regional support command.

(2) ROTC units to their regional headquarters for approval. If the work is approved, the units will submit it to the host installation.

7-26. Reproduction of classified material

Classified material will only be reproduced on printing, reproduction, and copier devices that have been approved by the appropriate security manager. Strict controls must be used when reproducing classified material. The security procedures in AR 380-5 must be followed.

a. Operators are responsible for ensuring that no classified material, to include waste, is left in, on, or around the machine prior to leaving the machine unattended. If a paper jam occurs, the person reproducing the material will remain at the machine until the malfunction is cleared and the original and all copies are retrieved. To ensure proper functioning of the machine following a malfunction, run one or more blank sheets through the machine to ensure the machine is clear of any latent images.

b. Before leaving the reproduction area, the machine operator will account for—

(1) All pages of each classified document.

(2) The exact number of copies made.

7-27. Records and reports (RCS DD-COMP(AR)1467)

a. *Records.* Agencies, commands, and installations that operate field printing and reproduction facilities under Army authorization and those who procure printing from commercial sources will keep or have access to statistical and operational records necessary to complete annual reporting requirements. The guidelines for maintaining records necessary to satisfy required reporting requirements are provided in DA Pam 25-40.

b. *Reports.* Agencies, commands, and installations that operate printing and reproduction facilities under Army authorization or that procure printing from commercial sources will prepare the reports discussed in DA Pam 25-40. The signed original report forms and a memorandum of transmittal will be sent through command channels to arrive at USAPA (Director, USAPA, ATTN: JDHQSVPAP-D, Alexandria, VA 22331-0302), within 30 calendar days after the close of the fiscal year for which report is due. All forms will be signed and dated.

Section V

Self-service Copier Management

7-28. General

a. Commands and agencies are authorized to procure self-service copying equipment that provides automatic, end-user operated, self-service copy processing that has the capability of producing 70 copies per minute or less, without prior authorization from USAPA.

b. Self-service copiers will be used only when necessary to satisfy copying and reproduction needs that are impractical for sending to the local in-house reproduction facility or DAPS (due to size or time constraints).

c. Digital multifunctional devices capable of imaging, scanning, and producing a printed copy may be used as self-service copier devices provided the output speed does not exceed 70 copies per minute. Networking these devices must be in accordance with established network security procedures.

d. Follow the copier program management procedures provided in DA Pam 25-40, appendix J.

7-29. Copier equipment acquisition

a. Acquisition of self-service copiers (including color self-service copiers) will not be acquired for the primary purpose of circumventing the use of the installation in-house printing or reproduction facility, or DAPS.

b. Cost-per-copy (CPC)/site plan service contracts: *a* cost benefit analysis must be conducted that clearly documents that the selected service option is the most cost effective option prior to entering into a service contractual agreement. Consideration must be given to utilizing existing copier equipment/service contracts that may be available through the local functional manager or DAPS prior to initiating a separate copier contract.

c. Consideration must be given to the condition of existing copier equipment available, the cost of exercising any buyout options on existing equipment, and the useful life of owned equipment.

d. Records that should be maintained by the copier program manager include the following:

- (1) Equipment brand and model in each volume band. (See DA Pam 25-40 for explanation of volume bands.)
- (2) Location of equipment (organization, building, and room number).
- (3) Number of copies produced monthly in each volume band for each copier.
- (4) Total cost per volume band (includes copies, developer, toner, fuser, and paper) when included in the CPC contract.

e. Agencies and commands are authorized to purchase or lease self-service copiers (including color copiers) with a throughput speed of up to 70 copies per minute. Each agency or command will conduct a technical review to determine the most cost effective and efficient copier needs for their particular mission requirements.

(1) Agencies and commands supported by DAPS that require self-service copiers that operate at a throughput speed of 71 copies per minute or above will coordinate with the local supporting DAPS organization to determine that DAPS cannot adequately support the copier needs in a timely and/or cost effective manner.

(2) Agencies or commands that are exempt from the requirement to utilize DAPS for reproduction support will submit their justification through command channels to Director, USAPA, ATN: JDHQSV-PAP-D, requesting authorization.

(3) TOE units will normally obtain their reprographic (self-service copier) support while in garrison through the supporting logistics activity. Such equipment, whether rented or bought, will become station property. An exception is the acquisition and use of tactical document copiers for MTOE units, activities, or major elements. The authority for the acquisition of these copiers is in CTA 50-909, table 75.

Appendix A

References

Section I

Required Publications

AR 15-1

Boards, Commissions, and Committees-Committee Management. (Cited in para 3-3.)

AR 25-1

Army Information Management. (Cited in paras 2-3c, 2-6a(4), 3-16a(10), B-4.)

PAM 25-31

Forms Management, Analysis, and Design. (Cited in paras 4-1c and 4-6c.)

PAM 25-40

Army Publishing: Action Officers Guide. (Cited in paras 1-1, 1-24h, 2-1f2(a), 2-2a(3), 2-3a(1), 2-4, 2-5a, 2-7a, 2-8d(2), 2-9, 2-10a and d, 3-5b(2) and (3), 3-6a and b, 3-7b, 3-8, 3-11a, 3-14, 3-15, 3-16, 3-28, 3-37b, 5-1, 5-3d, 6-6b(1), 7-7c(1), 7-18a, 7-19, 7-21a, 7-23b(3), 7-24a and c, 7-27a and b, 7-28d, 7-29d(1).))

Section II

Related Publications

A related publication is merely a source of additional information. The user does not have to read it to understand this publication. Note: Except as noted below, Army regulations are available online from the USAPA Web site (www.usapa.army.mil). Military Handbooks and Standards can be obtained from the Defense Printing Service, Detachment Office, Philadelphia, Building 4D, 700 Robbins Avenue, Philadelphia, PA 19111.)

AR 5-9

Area Support Responsibilities

AR 10-5

Organization and Functions, Headquarters, Department of the Army

AR 11-2

Management Control

AR 15-1

Boards, Commissions, and Committees-Committee Management

AR 25-36

Interservicing of Technical Manuals and Related Technology (AFR 66-19; OPNAVINST 5600.22; MCO 5215.16A; DLAR 4151.9)

AR 25-50

Preparing and Managing Correspondence

AR 25-51

Official Mail and Distribution Management

AR 25-55

The Department of the Army Freedom of Information Act Program

AR 25-400-2

The Modern Army Recordkeeping System (MARKS)

AR 27-60

Intellectual Property

AR 37-49

Budgeting, Funding, and Reimbursement for Base Operations Support of Army Activities

AR 70-1

Army Acquisition Policy

AR 115-11

Geospatial Information and Services

AR 215-1

Morale, Welfare, and Recreation Activities and Nonappropriated Fund Instrumentalities

AR 335-15

Management Information Control System

AR 340-21

The Army Privacy Program

AR 360-1

The Army Public Affairs Program

AR 380-5

Department of the Army Information Security Program

AR 700-127

Integrated Logistic Support

AR 750-1

Army Materiel Maintenance Policy and Retail Maintenance Operations

DA Pam 25-30

Consolidated Index of Army Publications and Blank Forms

DA Pam 25-33

User's Guide for Army Publications and Forms

DA Pam 25-51

The Army Privacy Program-System of Records Notices and Exemption Rules

DFAS-IN Regulation 37-1

Army Accounting and Fund Control (www.asafm.army.mil)

DODD 5230.24

Distribution Statements on Technical Documents (www.dtic.mil/whs/directives)

DODD 5330.3

Defense Automated Printing Service (DAPS) (www.dtic.mil/whs/directives)

HQDA Letter 25-00-1

Less Paper Policy for Departmental Forms and Administrative Publications

MIL-HDBK 1221

DOD Handbook of Evaluation of Commercial Off-The-Shelf (COTS) Manuals

MIL-HDBK 2361

Implementation Guidance for Digital Publications

MIL-HDBK 9660

DOD-Produced CD-ROM Products

MIL-HDBK 40051

Guide to the General Style and Format of U.S. Army Work Package Technical Manuals

MIL-STD 2361

Digital Publications Development

MIL-STD 40051

Preparation of Digital Technical Information for Multi-Output Presentation of Technical Manuals

RCS DA&M(AR)1467

Commercial Printing Report

Section III

Prescribed Forms

Except where otherwise indicated below, the following forms are available on the Army Electronic Library (AEL) CD-ROM (EM 0001) and the USAPA Web site (www.usapa.army.mil).

DA Form 260

Request for Publishing. (Prescribed in paras 2-6, 2-7, 2-8, 2-10, 3-4, 3-5, 3-7, 3-11, 3-22, and 4-1.)

DA Form 2028

Recommended Changes to Publications and Blank Forms. (Prescribed in paras 2-7 and 3-5.)

DA Form 4815

Forms Control Register. (Prescribed in para 4-6.)

DD Form 67

Request for Approval of New or Revised Form. (Prescribed in paras 2-7, 4-2, 4-4, 4-5, and 4-6.) (This form is available on DOD Web site (<http://www.dior.whs.mil>).)

JCP Form 2

Commercial Printing Report (Prescribed in paras 7-18 and 7-20.)

JCP Form 5

Annual Plant Inventory (Prescribed in para 7-24.)

SF Form 1

Printing and Binding Requisition for Specialty Items. (Prescribed in para 7-20.) (This form is available from GSA Web site (<http://contacts.gsa.gov>))

Section IV

Referenced Forms

Except where otherwise indicated below, the following forms are available on the Army Electronic Library (AEL) CD-ROM (EM 0001) and the USAPA Web site (www.usapa.army.mil).

DA Form 11-2-R

Management Control Evaluation Certification Statement

DA Form 479

Publication and Branch Form Stock Record Card (Vertical file)

DA Form 479-1

Publication and Branch Form Stock Record Card (Visible file)

DA Form 1256

Incentive Award Nomination and Approval

Appendix B

Management Control Evaluation Checklist

B-1. Function

The functions covered by this checklist are the administration of The Army Publishing and Printing Program. They

include key controls for the following areas: Publications Management, Forms Management, Printing and Reproduction Control, and Distribution and Account Management and Control.

B-2. Purpose

The purpose of this checklist is to assist HQDA, and its field operating agencies; MACOMs; and installations in evaluating the key management controls outlined below. It is not intended to cover all controls.

B-3. Instructions

Answers must be based on the actual testing of management controls (such as, document analysis, direct observation, sampling, simulation). Answers that indicate deficiencies must be explained and corrective action indicated in supporting documentation. These key management controls must be formally evaluated at least once every 5 years. Certification that this evaluation has been conducted must be accomplished on DA Form 11-2-R (Management Control Evaluation Certification Statement).

B-4. Test questions

a. Publications management and control.

- (1) Are policy publications issued as regulations or circulars?
- (2) If publications are effective for a limited period of time, are they published in the correct medium, showing expiration dates?
- (3) Are draft publications used only for coordination purposes?
- (4) Are publications that have Army-wide applicability issued in DA publications media?
- (5) Are command and agency publications issued only within the respective command or agency and its subordinate elements?
- (6) Are permanent changes issued to officially alter the policies and procedures in publications?
- (7) Are permanent changes to publications properly authenticated?
- (8) Are all official publications fully staffed with all interested or affected agencies and commands prior to publication?
- (9) Are funding requirements identified, prioritized, and coordinated with the resource manager each fiscal year?
- (10) Are records maintained on costs relative to life-cycle management of publications?
- (11) Have all departmental (Army-wide) publications been authenticated by the SA or the AASA prior to issuance as an official publication?
- (12) Have all agency or command publications been authenticated by the agency head or designee?
- (13) Do periodicals meet the requirement for not publishing unauthorized material in accordance with AR 25-1?

b. Forms management and control.

- (1) Are higher echelon forms used in lieu of creating local forms for the same purpose?
- (2) Have forms been prescribed in official publications?
- (3) Did the prescribing publication contain the form number, title, and source of supply?
- (4) Have all approved forms been reviewed for required form elements?
- (5) If there is a need to use temporary forms, do the applicable words follow the form number?
- (6) When appropriate, is this temporary method used instead of creating a permanent form?
- (7) Are forms with low annual usage authorized for local reproduction?
- (8) Are requests to alter the content, format, or construction of forms fully justified?
- (9) Are approvals for form deviations restricted to a 2-year period?
- (10) Is a program to encourage the design and use of electronically generated forms in place?
- (11) Are Army-wide forms for electronic generation approved by the functional proponent and USAPA?
- (12) Is the form authorized for electronic generation by the proponent?
- (13) Do users of forms have the necessary equipment to electronically generate forms?
- (14) Are procedures implemented to maintain an inventory and index of forms issued?
- (15) Were records maintained on the use of forms to avoid procuring excessive stocks and ensure that forms ordered are consistent with expected usage?
- (16) Are functional and numerical forms files maintained?
- (17) Are DD Forms 67 maintained for management and historical purposes?

c. Printing and reproduction control.

- (1) Was authorization given by USAPA for the establishment, discontinuance, or significant modification of a field printing and duplicating facility?
- (2) Did the request contain pertinent information regarding the establishment of a proposed facility?
- (3) Was the Program Plan prioritized and grouped accordingly?

(4) Has action been taken to implement restrictions on reproduction or duplication of unlawful and unauthorized items?

(5) Were all applicable guidelines, specifications, and standards implemented to ensure product adhered to standards and the most economical production method used in regard to format, composition, production measures, and trim size for each publication according to content or use of the product?

(6) Did USAPA acquire or direct the acquisition of all departmental printing?

(7) Is field printing coordinated through DAPS?

(8) Was the DAPS used for command and local printing and duplicating requirements?

(9) Was all other printing accomplished at an Army approved printing and duplicating facility?

(10) Are records being kept on all printing and duplicating operational costs involving production and manpower?

(11) Are additional records kept on billing charges involving reimbursable work?

(12) Are current inventory and production data maintained for each Government owned or leased self-service copier?

(13) Were required reports submitted in a timely manner to USAPA?

d. Distribution and account management and control.

(1) Is DA Form 12-99-R reviewed to ensure requirements are not excessive?

(2) Are initial distribution requirements reviewed at least once a year, and any necessary changes made, as required?

(3) Is DA Form 12-R used to establish accounts?

(4) Are account validation listings verified each year?

(5) Are mailing addresses for authorized accounts reviewed and updated each year?

Glossary

Section I Abbreviations

AAL

additional authorization list

AASA

Administrative Assistant to the Secretary of the Army

AMC

U.S. Army Materiel Command

AR

Army regulation

ARNGUS

Army National Guard of the United States

ARTEP

Army Training and Evaluation Program

ASA(ALT)

Assistant Secretary of the Army for Acquisition, Logistics, and Technology

ASA(CW)

Assistant Secretary of the Army for Civil Works

ASA(FM&C)

Assistant Secretary of the Army for Financial Management and Comptroller

ASCH

American standard code for information interchange

AUTODIN

automatic digital network

AVIM

aviation intermediate maintenance

AVUM

aviation unit maintenance

BII

basic issue items

BOIP

basis-of-issue-plan

CBE

Command Budget Estimate

CCI

controlled cryptographic items

C-E

communications-electronics

CFR

Code of Federal Regulations

CG, AMC

Commanding General, U.S. Army Materiel Command

CG, TRADOC

Commanding General, U.S. Army Training and Doctrine Command

CMF

career management field

CMH

Center for Military History

CNGB

Chief, National Guard Bureau

COE

Corps of Engineers

COEI

components of end item

COM

computer output microfilm

COMSEC

communications security

CONEX

container express

CONUS

continental United States

CSA

Chief of Staff, Army

CTA

common table of allowances

DA

Department of the Army

DA Cir

Department of the Army circular

DA GO

Department of the Army general order

DA Memo

Department of the Army memorandum

DA Pam

Department of the Army pamphlet

DA Form

Department of the Army form

DCS

Defense Communications System

DD Form

Department of Defense form

DDN

Defense Data Network

DIA

Defense Intelligence Agency

DISA

Defense Information Systems Agency

DISC4, G-6

Director of Information Systems for Command, Control, Communications, and Computers

DLA

Defense Logistics Agency

DLT

decision logic table

DOD

Department of Defense

DODD

Department of Defense directive

DODI

Department of Defense instruction

DOE

Department of Energy

DS

direct support

DSN

Defense switched network

DTS-W

Defense Telecommunications Service-Washington

EMP

engineering and manufacturing development

EOD

explosive ordnance disposal

EP

Electronic publication

FDEP

final draft equipment publication

FM

field manual

FMS

foreign military sales

FORSCOM

Forces Command

FPM

Federal Personnel Manual

FSC

Federal supply classification

FSG

Federal supply group

FSS

Federal supply schedule

FT

firing table

GAO

General Accounting Office

GCMO

general court-martial order

GO

General Order; general officer

GPO

Government Printing Office

GS

general support

GSA

General Services Administration

GTA

graphic training aid

HQDA

Headquarters, Department of the Army

HR

hand receipt

IMCO

information management control officer

ISO

International Standard Organization

IOTE

initial operational test and evaluation

JANAP

joint Army-Navy-Air Force publication

JCP

Joint Committee on Printing

JCS

Joint Chiefs of Staff

JTA

joint table of allowances

LAN

local area network

LIN

line item number

LO

lubrication order

LOGSA

Logistics Support Activity

MAC

maintenance allocation chart

MACI

military adaptation of commercial items

MACOM

major Army command

MILSTRIP

Military Standard Requisitioning and Issue Procedures

MIPR

Military Interdepartmental Procurement Request

MOS

military occupational specialty

MSC

major subordinate command

MTOE

modification table of organization and equipment

MUSARC

major United States Army Reserve Command

MWO

modification work order

MWR

morale, welfare, and recreation

NAF

nonappropriated fund

NAFI

nonappropriated fund instrumentality

NATO

North Atlantic Treaty Organization

NCO

noncommissioned officers

NCR

National Capital Region

NDI

non-developmental item

NGB

National Guard Bureau

NSA

National Security Agency

NSN

national stock number

OAASA

Office of the Administrative Assistant to the Secretary of the Army

OASD(C)

Office of the Assistant Secretary of Defense (Comptroller)

OCAR

Office of the Chief, Army Reserve

OCONUS

outside continental United States

OCPA

Office of the Chief of Public Affairs

OCSA

Office of the Chief of Staff, U.S. Army

OF

optional form

OMA

operation and maintenance, Army

OMB

Office of Management and Budget

OPA

other procurement, Army

ORGL

overall reading grade level

OSA

Office of the Secretary of the Army

OSD

Office of the Secretary of Defense

OTJAG

Office of The Judge Advocate General

PAC

Personnel and Administration Center

PAIS

Publications Automated Information Locator System

PPBES

Planning, Programming, Budgeting, and Execution System

PCO

publications control officer

PCS

permanent change of station

PERSCOM

U.S. Total Army Personnel Command

POI

program of instruction

POM

program objective memorandum

POV

privately owned vehicle

PSYOP

psychological operations

RCS

requirements control symbol

RDTE

research, development, test, and evaluation

RGL

reading grade level

ROTC

Reserve Officers' Training Corps

RPPO

regional printing procurement office

RPSTL

repair parts and special tools list

SA

Secretary of the Army

SB

supply bulletin

SC

supply catalog

SCMO

summary court-martial order

SECDEF

Secretary of Defense

SES

Senior Executive Service

SF

standard form

SOP

standing operating procedure

SPCMO

special court-martial order

STANAG

Standardization Agreement

STP

soldier training publication

TAADS

The Army Authorization Documents System

TB

technical bulletin

TC

training circular

TDA

table of distribution and allowances

TDY

temporary duty

TJAG

The Judge Advocate General

TJC

trajectory chart

TM

technical manual

TOA

table of allowance

TOE

table of organization and equipment

TOPO

topographic

TRADOC

U.S. Army Training and Doctrine Command

TSEC

telecommunications security

TSG

The Surgeon General

TSM

TRADOC Systems Manager

UIC

unit identification code

USAMC

U.S. Army Materiel Command

USANCA

U.S. Army Nuclear and Chemical Agency

USAPA

U.S. Army Publishing Agency

USAPA-DOF

U.S. Printing and Publishing Agency-Distribution Operations Facility

USAR

U.S. Army Reserve

USARC

U.S. Army Reserve Command

USASAC

U.S. Army Security Assistance Command

USC

United States Code

USPS

United States Postal Service

VA

Department of Veterans Affairs

VI

visual information

XML

extensible markup language

Section II**Terms****Army document type definition (DTD)**

The required, standard structure for a Departmental publishing medium. Army DTDs exist for Army regulations (AR-DTD), DA circulars (CIR-DTD), DA pamphlets (PAM-DTD), joint-Army regulations (JAR-DTD), for which Army is the executive agency, and technical manuals (TM) (both equipment TMs and non-equipment TMs). Variations of these basic DTDs apply to automated information systems manuals (AISM), Air Force regulations (AFR), common tables of allowance (CTA), field manuals (FM), constituents of the Message Address Handbook (MAD) [including USN Plain Language Address Directory (PLAD), US Military Communications-Electronics Board (USMCEB) Publication], the Manual for Courts-Martial (MCM) United States, joint-Army pamphlets (JAP), supply bulletins (SB), supply catalogs (SC), technical bulletins (TB), and training circulars (TC).

Army Electronic Publishing System (EPS)

A database tagged in Standard Generalized Markup Language with the necessary structure to produce multiple-media outputs without time-consuming or costly proponent or writer actions.

Army regulation

A directive that sets forth missions, responsibilities, and policies, delegates authority, sets objectives, and prescribes mandated procedures to ensure uniform compliance with those policies. Mandated procedures in Army regulations are required and authoritative instructions that contain the detail needed to make sure basic policies are carried out uniformly throughout the Army. These mandated procedures also ensure uniform implementation of public law, policy guidance, and instructions from higher headquarters or other Government agencies such as the JCP, OMB, or Department of Defense.

Army training and evaluation program

A DA publication that contains guidance and instructions on how to train and evaluate TOE units. ARTEPs consist of either MTPs or drills.

Automated information systems manual

A manual that is part of the complete technical documentation for an AIS. This documentation starts with the AIS functional requirements for the proponent and continues through the system design, programming, testing, evaluation, operation, and maintenance.

Binding

The work involved in and the equipment used for finishing books, pamphlets, or single sheets of paper after the presswork is completed. Binding processes include gluing, drilling, punching, sewing, stitching, collating, folding, cutting, trimming, covering, stamping, lettering, and related operations. Neither office operations such as staple fastening nor the hand-operated devices designed for this use are included in this term.

Centralized departmental publications

Departmental (Army-wide) policy and non-policy publications that are sent to USAPA for review, processing, and distribution (electronic or otherwise).

Change

An alteration of policy or procedure approved and authenticated by the Secretary of the Army or his, or her, designee and issued by the proponent that adds to, revises, corrects serious errors in, or cancels or rescinds policies or procedures contained in a DA publication.

Circular (agency wide or command wide)

A publication of agency wide or command wide application that contains information of general interest and instructions that are temporary or of a one-time nature.

Color copier

A special purpose multicolor copier dedicated to support internal office management functions either through an administrative or information technology application.

Compact disk-read only memory (CD-ROM)

An approved departmental distribution medium used to distribute publications and forms.

Composition

The process for composing material by hot-metal, cold-type, photocomposition, or electronic means. Composition also includes any method of providing justified right margins and producing camera-ready copy, negatives, a plate, or an image when such material is to be used to produce printing or microform.

Copyright

An exclusive right granted by law to an author to protect an original work of authorship. These works can be literary, musical, dramatic, choreographic, pictorial, graphic, sculptural, or audiovisual. Examples of works that may be copyrighted include written or printed material, motion pictures, sound recordings, and material stored in a computer and readable only by machine.

Court-martial order

Types of court-martials:

- a. General court-martial order.* A written directive containing the results of trial by a general court-martial and the

initial action of the convening authority thereon. It also shows any later action taken on the findings or sentence of the general court-martial case.

b. Special court-martial order. A written directive containing the results of trial by a special court-martial and the initial action of the convening authority thereon. It also shows later actions taken on the findings or sentence of the special court-martial case if such actions are different from the action previously taken.

c. Summary court-martial order. A written directive containing the results of trial by a summary court-martial and the initial action of the convening authority on the court-martial. It also shows any later action taken by the convening or higher authority on the findings or sentence of the summary court-martial case.

DA Directive

A permanent directive or information memorandum issued by the Secretary of the Army for distribution and applicability Army-wide. DA Directives are effective until superseded or rescinded by the Secretary.

DA circular

A temporary directive or informational publication that expires 2 years or less after date of issue.

DA general order

A written directive containing material of general interest (permanent or semi-permanent in duration) on establishment, redesignation, inactivation, or discontinuance of Army commands, installations, agencies, and activities; announcements of awards, decorations, and unit citations; and similar subjects. DA general order 1, in an inaugural year (for example, 1993, 1997) will be reserved for the Inaugural DA general order.

DA memorandum

A permanent directive with limited distribution. It applies only to the HQDA or HQDA and its field operating agencies. DA memorandums are effective until superseded or rescinded.

DA pamphlet

A permanent instructional or informational publication. The two basic types of pamphlets are standard and informational. Procedures in DA pamphlets are for guidance only, establish methods, and describe optional, or helpful methods of performing mission and functions, probable course of action, and how something is effected.

a. A standard pamphlet is organized and printed in the same format as an AR. A standard pamphlet is used to publish information (such as how-to procedures) needed to carry out policies and mandated procedures prescribed in ARs.

b. An informational pamphlet has no set organization or format. An informational pamphlet is used to publish information or guidance on subjects in support of Army missions.

DA poster

A decorative or pictorial bill or placard for posting, often in a public place, and intended primarily for advertising.

DA publication

A publication that is published and authenticated either by the order of the Secretary of the Army in the name of the Chief of Staff, Army, and authenticated by the Administrative Assistant to the Secretary of the Army for nonpolicy publications or authenticated by the Secretary of the Army for publications that prescribe policy. In both cases the authentication represents the acts, orders, and directions of the Secretary of the Army.

Departmental forms

All forms distributed Army-wide including DA forms, DD forms, SF forms, and OF forms.

Departmental printing

All printing for use Army-wide regardless of place of origin.

Departmental publications

All publications distributed Army-wide including all publishing and distribution media, policy, and nonpolicy publications.

Decentralized Publishing Program

The publishing of Army departmental publications where the reproducible master for publishing (paper or digital) remains with the proponent, and a DA Form 260, along with required documentation, is provided to USAPA for final publishing review, authentication, indexing, quantity determination, and preparation of procurement documents. The actual production of hard copies is accomplished through printing/replication contracts established by USAPA through the Defense Automation and Publishing Service (DAPS) and the Government Printing Office (GPO). Decentralized

publications that are published only through authorized Web sites are not placed on the web until an OK to publish and an authentication is received from USAPA.

Depreciation

The dollar amount that is deductible monthly from the initial purchase price of a copying machine and that is spread over 100 months.

Designated functional manager

The individual or group of individuals who manage publishing and printing functions. A designated functional manager could be one or more than one individual as appointed by heads of HQDA agencies and MACOM commanders to perform publishing and printing functions. Publishing and printing functional areas are: publications control, printing and duplicating control, forms management, self-service copier management, and publications stockroom management. A designated functional manager could carry the title of publications control officer, printing/duplicating control officer, forms management officer, self-service copier management officer (or self-service copier manager), or publications stockroom management officer (or publications stockroom manager). Heads of HQDA agencies and MACOM commanders may choose to designate one individual for each of these functions or combine functions. Heads of HQDA agencies and MACOM commanders may also choose to designate a deputy chief of staff for information management (DCSIM), director of information management (DOIM), or information management officer (IMO) to perform these functions.

Doctrinal, training, and organizational publications

Publications that contain the doctrine, organization, tactics, techniques, and procedures adopted for use in training individuals and units of the Army and that provide guidance for units operating in the field.

Document type definition

An abstract collection of rules, determined by an application, that apply SGML to the markup of documents of a particular type (for example, Army regulations, DA pamphlets, DA circulars, field manuals, and technical manuals).

Draft publication

A manuscript circulated to solicit comments or to satisfy coordination requirements prior to submission for final composition in page form or for printing.

Drill

A discipline or repetitious exercise to teach and perfect a skill or procedure. Drills are linked to Mission Training Plans in that they are a method for executing a collective task or task step. There are two types: battle drill and crew drill.

Duplicating

There are two types of duplicating—

a. Conventional. The single color production of not more than 5,000 units of a single page or not more than 25,000 units in the aggregate of multiple pages produced on equipment as defined in tables 11–6 through 11–9. Processes using reusable contact negatives or positives for making masters or plates are not duplicating.

b. Microfilm. The production of not more than 250 duplicates from original or intermediate microforms.

Duplicator

A device for making multiple copies of an original or master copy, in either paper or microform. (This definition does not include office-type copying machines)

Electronic generation

Generating both the form image and the fill-in data at the same time. This includes either an exact facsimile or a simulation of the form.

Electronic manual

A page-oriented manual prepared from a digital database. It is distributed in either paper or digital form.

Electronic printing

That portion of electronic publishing including composition, reproduction, finishing, and general distribution of information produced by means of high speed (60 copies per minute and more) imaging without a plate using non-impact methods on paper, film, magnetic, or optical media.

Electronic publication (EP)

Generally a digitized version of a paper publication in either a formatted or reflowable text file format. Internal and external hotlinks may be added.

Electronic publishing

An electronic means for producing digitized version of a publication in either formatted or reflowable text file format, encompassing all aspects of the document publishing process including, creation, design, and capture of text and graphics, composition, editing, storage, transfer, printing, and distribution.

Electronic technical manuals (ETMs)

An ETM is a page-oriented file usually based on a paper original that may or may not be prepared from a digital database. An ETM may have hyperlinks added. ETMs can be distributed as digital media or printed on paper.

Equipment publication

A publication that deals with the installation, operation, maintenance, training, and parts support of Army materiel, including firing tables (FTs), Equipment technical manuals (TMs), technical bulletins (TBs), and modification work orders (MWOs) are examples of DA publications media used to provide these essential instructions.

Exception

A determination approved by the Secretary of the Army or his or her designee waiving for a limited time or purpose a policy or procedure contained in a DA publication.

Extensible markup language (XML)

A text markup syntax (or computer language) that is a subset of SGML for optimizing exchange and delivery of information between information systems, and delivery on the World Wide Web using a Web browser. XML is a Meta markup language that provides a format for describing structured data.

External publishing tasks

Those publishing and printing missions directed by higher authority for which the commander is responsible to include literature development for publications by a higher echelon, usually HQDA.

Federal printing

All printing done for the use of all governmental departments, regardless of where it is produced or procured.

Final reproducible copy (FRC)

The final approved manuscript (or reproducible copy) with illustrations ready for printing and distribution as a DA equipment publication.

Federal Printing Program

A Government-wide program created by law to provide for the procurement of eligible printing and duplicating items from commercial sources.

Field manual

A DA publication that contains doctrine and training principles with supporting tactics, techniques, and/or procedures and describes how the Army and its organizations function in terms of missions, organizations, personnel, and equipment. FMs implement ratified international standardization agreements. FMs may also contain informational or reference material relative to military operations and training and may be used to publish selected alliance doctrinal publications that are not readily integrated into other doctrinal literature.

Field printing

Printing for command and local use; it does not cross command lines and products are not used outside of the command.

Firing table and trajectory chart

A table that contains exterior ballistic data, based on range firings, for specific types of weapons and combinations of projectiles, fuses, and propelling charges. It is classified according to types of weapons as follows:

- a. Abridged. Minimum data needed to determine the elevation for the desired point of impact for tank guns, light mortars, and similar weapons.
- b. Antiaircraft. Exterior ballistic tabulations that provide data along the trajectory for constant elevation out of the time of flight for which the fuse is set.
- c. Field artillery. Exterior ballistic tabulations giving the trajectory characteristics at the point of impact. They provide data needed to determine the elevation for a desired point of impact.

Form

An officially prescribed document with a fixed arrangement of prepared, captioned spaces designed for entering and extracting prescribed information, including Federal information processing (FIP) systems forms regardless of media. Certificates are included in this definition. Items such as labels, stickers, tags, instruction sheets, notices, and file cover sheets do not require insertion of information; however, they may still be considered forms if they meet the standards for size, item sequence, wording, design, and construction.

Format

A suggested logical sequence of presenting information or stating a request. Most formats are prescribed for use in situations where the information is largely narrative in nature or the amount of space needed by respondents to furnish the desired information varies substantially.

General officer invitations

The general officer (GO) invitation package consists of stationery, invitations, and envelopes. The GO invitation package attributes are 100 percent fine writing paper, size, and thermo graphic or offset GO flag. The GO stationery is used for personalized handwritten notes by the GO. Invitations are used for inviting guests to official related functions.

Government Printing Office regional printing procurement offices

Any office established by the Public Printer in accordance with the Joint Committee on Printing authorized to procure Federal printing needs that are determined to be commercially procurable.

Graphic training aids

Training support products that enable trainers to conduct or sustain essential military training in lieu of using extensive printed material or an expensive piece of equipment to conduct training.

Headquarters Department of the Army (HQDA) Directive

A permanent directive or information memorandum issued by the Secretary of the Army for distribution and applicability only to Headquarters, Department of the Army. HQDA Directives are effective until superseded or rescinded by the Secretary.

Hand receipt manual

A publication that is designed to improve property accountability and to provide a ready reference for equipment.

Interactive courseware (ICW)

Computer-controlled software that relies on trainee input to determine the pace, sequence, and content of training delivery using more than one type of media to convey content of instructions. Interactive courseware can link a combination of media to include, but not limited to, programmed instructions, videotapes, slides, film, television, text, graphics, digital audio, animation, and up-to-full motion video to enhance the learning process.

Interactive electronic publications (IEP)

A digital publication with integral internal and external hotlinks that can also be integrated with another application, such as Web resources, a fillable forms program, calculations, and the like. An IEP may not be a linear file; that is, instead of being designed to be read from front cover to back cover, it may be designed for non-linear presentation-one reader may progress down one interactive path while another may be presented entirely different content, depending on their levels of expertise or purpose.

Interactive electronic technical manual (IETM)

A technical manual designed for electronic window display and possessing the following three characteristics:

- a. Format and style are optimized for window presentation; that is, the presentation format is frame oriented, not page oriented.
- b. The elements of technical data constituting the IETM are so interrelated that a user's access is facilitated and is achievable by a variety of paths.
- c. The IETM can function interactively (as a result of user requests and information input).

Interactive multimedia instructions (IMI)

A term applied to a group of predominantly interactive, electronically delivered training and training support products. IMI products include instructional software and software management tools used in support of instructional programs.

Illustration

Any map, drawing, photograph, graphic aid, or other pictorial device included in a publication.

Joint Committee on Printing

A committee that is established by Congress and that consists of members of the House of Representatives and the Senate. The Committee is charged with oversight of all Government department and agency printing actions.

Joint publications

Publication of joint interest prepared under the cognizance of Joint Staff directorates and applicable to the Military Departments, combatant commands, and other authorized agencies. It is approved by the Chairman of the Joint Chiefs of Staff, in coordination with the combatant commands, Services, and Joint Staff.

Memorandum stationery

Stationery (memo or note pads) used only for internal or informal notes, usually hand-written. Memorandum stationery should not be confused with GO invitations.

Message Address Directory

An EPS handbook that contains USMCEB Publication Number 6, AFR 33-131, DA Pam 25-11, and USN PLAD-1. The Message Address Directory is a source publication for message addresses used in the preparation of DD Form 173 (Joint Message Form).

Microform

Any form that contains micro images too small to be read without magnification.

Micropublishing

The publishing and distribution of information in microform. Micropublishing does not include microfilming of administrative records, accounting reports, or similar items.

Military assistance advisory group

A U.S. military group located in a foreign country that receives U.S. military assistance. The group may be a military assistance advisory group, a military mission, or any other Army element that has a comparable mission.

MISSION training plan (MTP)

A plan which provides comprehensive training and evaluation outlines and exercise concepts and related training management aids to assist field commanders in the planning and execution of effective unit training. It provides units a clear description of "what" and "how" to train to achieve wartime mission proficiency.

Modification table of organization and equipment

A basic TOE modified to adapt its mission, capabilities, organization, personnel, or equipment to the needs of a specific unit or type of unit.

Modification work order

A publication that contains technical requirements for accomplishing mandatory modifications.

Multi-Service doctrine

Fundamental principles that guide the employment of forces of two or more Services in coordinated action toward a common objective. It is ratified by two or more services, and is promulgated in multi-Service publications that identify the participating Services (for example, Army-Navy doctrine).

Near obsolete

Materiel that is scheduled for replacement and obsolescence action within the next 5 years.

Numbered HQDA letter

A temporary directive or informational publication that has a limited distribution, is effective for 2 years or less, and applies to HQDA agencies and MACOMs.

Operations security

Protection of military operations and activities by identifying and then eliminating or controlling intelligence indicators (vulnerabilities) that hostile governments may exploit.

Overprinting

Inserting fixed information on a blank form and having the form reprinted or reproduced with that information (such as inserting a command name and address).

Precommissioning publications

A publication that contains material in support of Army training programs to be used by ROTC students when suitable material is not readily available in other publications.

Preparing agency

Any agency designated by a proponent to develop and coordinate an official publication for the proponent's area of responsibility. Preparing agencies initiate, prepare, and identify for removal the doctrinal, training, technical publications sponsored by their proponents.

Printing

The processes of composition, platemaking, presswork, duplicating, and binding, including micropublishing, for the production of publications.

Professional bulletin

A publication that contains instructions, guidance, and other material that serves to enhance, on a continuing basis, the professional development of individuals within a specified functional area.

Proponent

The agency or command responsible for initiating, developing, coordinating, approving content, and issuing a publication, and identifying them for removal. Each publication has only one proponent.

Publications

Items of information that are printed or reproduced, whether mechanically or electronically, for distribution or dissemination usually to a predetermined audience. Generally, they are directives, books, pamphlets, posters, manuals, brochures, magazines, and newspapers produced in any media by or for the Army.

Publishing

The actions involved in issuing publications to the Army. Publishing involves creating, preparing, coordinating, approving, processing, printing, and distributing or disseminating publications.

Reprint

A second or later printing of the current edition of a publication or blank form to replenish stock levels.

Reproduction

A broad term that encompasses printing, duplicating, copying, and related processes, including microform reproduction.

Self-service copying

Reproduction of copies on a copying machine that has been placed in an office environment for use by the staff of the office or organization.

Soldier training publication (STP)

Publications that contain critical tasks and other training information used to train soldiers and serve to standardize individual training for the whole Army; provide information and guidance in conducting individual training in the unit; and aid the soldier, officer, noncommissioned officer (NCO), and commander in training critical tasks. They consist of

Soldier's Manuals, Training Guides, Military Qualification Standards Manuals, and Officer Foundations Standards Systems manuals.

Standard Generalized Markup Language (SGML)

A computer language used to mark up documents so information can be created, stored, reviewed, and used in a heterogeneous computing environment. It is a neutral information exchange language that allows dissimilar computer systems to exchange information.

Supply bulletin

A publication that contains information relating to the mission objectives of military supply operations.

Supply catalog

An equipment publication that contains supply management and item identification data necessary for the maintenance of Army supplies and equipment.

Table of allowances

An authorization for issue in one of two types:

a. Common table of allowance. A table that contains authorization or approved basis of issue for common items of nonexpendable material that is required Army-wide.

b. Joint table of allowance. A table that contains authorization for equipment for units operated jointly by two or more military services such as military assistance advisory groups and missions.

Table of distribution and allowances

A table that contains the mission, capabilities, organizational structure, and personnel and equipment requirements and authorization of a military unit performing a specific support mission for which a TOE is not appropriate.

Table of organization and equipment

A document that prescribes the mission, organizational structure, and the minimum mission essential personnel and equipment requirements for a military unit necessary to accomplish its wartime mission. It is the basis for an authorization document.

Technical bulletin

A publication that contains information, procedures, and techniques of a technical or professional nature relating to equipment and general subjects. A TB does not contain administrative material or material pertaining to tactical training or tactical operations. TBs may supplement equipment TMs; however, the contents of equipment TMs will not be changed by TBs nor will TBs be published instead of equipment TMs.

Technical manual

A publication that is one of the two types listed in paragraph a or b:

a. Equipment technical manual. Publications that contain instructions for installation, operation, training and support of weapon systems, weapon system components, and support equipment. They include operational and maintenance instructions, parts lists or parts breakdown, and related technical information or procedures. Information may be presented in many forms or characteristics, including but not limited to CD-ROM, World Wide Web, magnetic tape, disk (and other approved electronic devices), and hard copy.

b. General subject technical manual. A manual that contains technical instructions prepared on various subject areas (other than specific items of equipment or groups of related equipment) such as communications or electronics fundamentals, painting, welding, and destruction to prevent enemy use.

c. Technical manual media. A TM may be electronically displayed to the user (see ETM and IETM) or presented as a paper document. Electronic display is the preferred method of presentation.

Training circular

Publications (paper or computer-based) that provide a means to distribute unit or individual soldier training information that does not fit standard requirements for other established types of training publications.

Verification

The process by which an equipment publication is tested for completeness, accuracy, and adequacy of content, and usability by government personnel (not contractors) against the production configurations of the related system or equipment. The proponent's technical publications element will be responsible for ensuring all technical and equipment publications are fully verified; no publications will be submitted for authentication until they have been fully verified

and proved (under Army or other DOD component jurisdiction) to be adequate (comprehensive and usable) for the operation and maintenance of equipment procured for operational units.

Waiver

See definition for "exception."

Word processing

The equipment and functions associated with the automated preparation of documents. Included are the dictating and transcribing of text and the keyboarding, recording, editing, and revising of text on magnetic media for final output on either modified typewriters or high-speed printers. Word processing equipment is considered composition equipment when the majority of materials prepared are camera-ready copy intended for printing.

Section III

Special Abbreviations and Terms

ACP

Allied communications publications

ALSA

Air Land Sea Application

APP

Army Publishing Program

APPIP

Administrative Proponent and Editor Interface Process

ATSC

U.S. Army Training Support Center

CALS

Continuous Acquisition and Life-Cycle Support

CIO

Chief Information Officer

DAPS

Document Automation and Production Service

DCSIM

Deputy Chief of Staff for Information Management

EIR

Equipment Improvement Report

EM

electronic media

EMO

electronic media only

EPS

Electronic Publishing System

ETM

electronic technical manual

FOSI

formatting output specification instances

FRC

final reproducible copy

ICW

interactive courseware

ID

Initial distribution

IDN

initial distribution number

IEP

interactive electronic publications

IETM

Interactive Electronic Technical Manual

IMI

Interactive Multimedia Instructions

LRA

local reproduction authority

MM

multi-Service manual

OFS

officer foundation standard

PB

professional bulletin

PDF

portable document format

PMCS

preventive maintenance checks and services

PMS

Pantone Matching System

PTM

preliminary technical manual

RCRA

Resource Conservation and Recovery Act

RTF

rich text format

RUPP

Reduction in Unit Publications Program

SACO

Staff Action Control Office

USMCEB

United States Military Communications-Electronics Board

WHISC

Western Hemisphere Institute for Security Cooperation

UNCLASSIFIED

PIN 065428-000

USAPA

ELECTRONIC PUBLISHING SYSTEM

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